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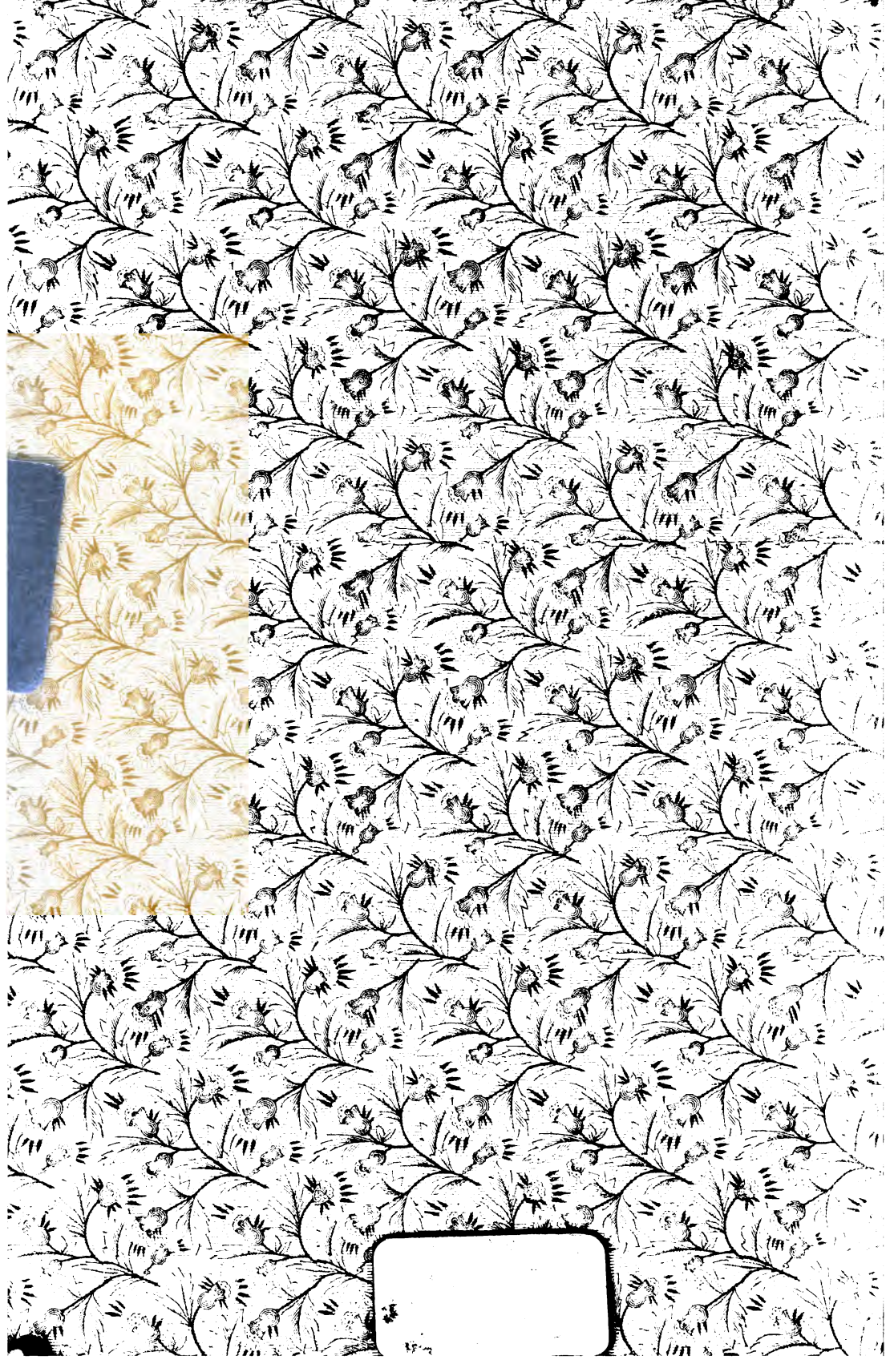
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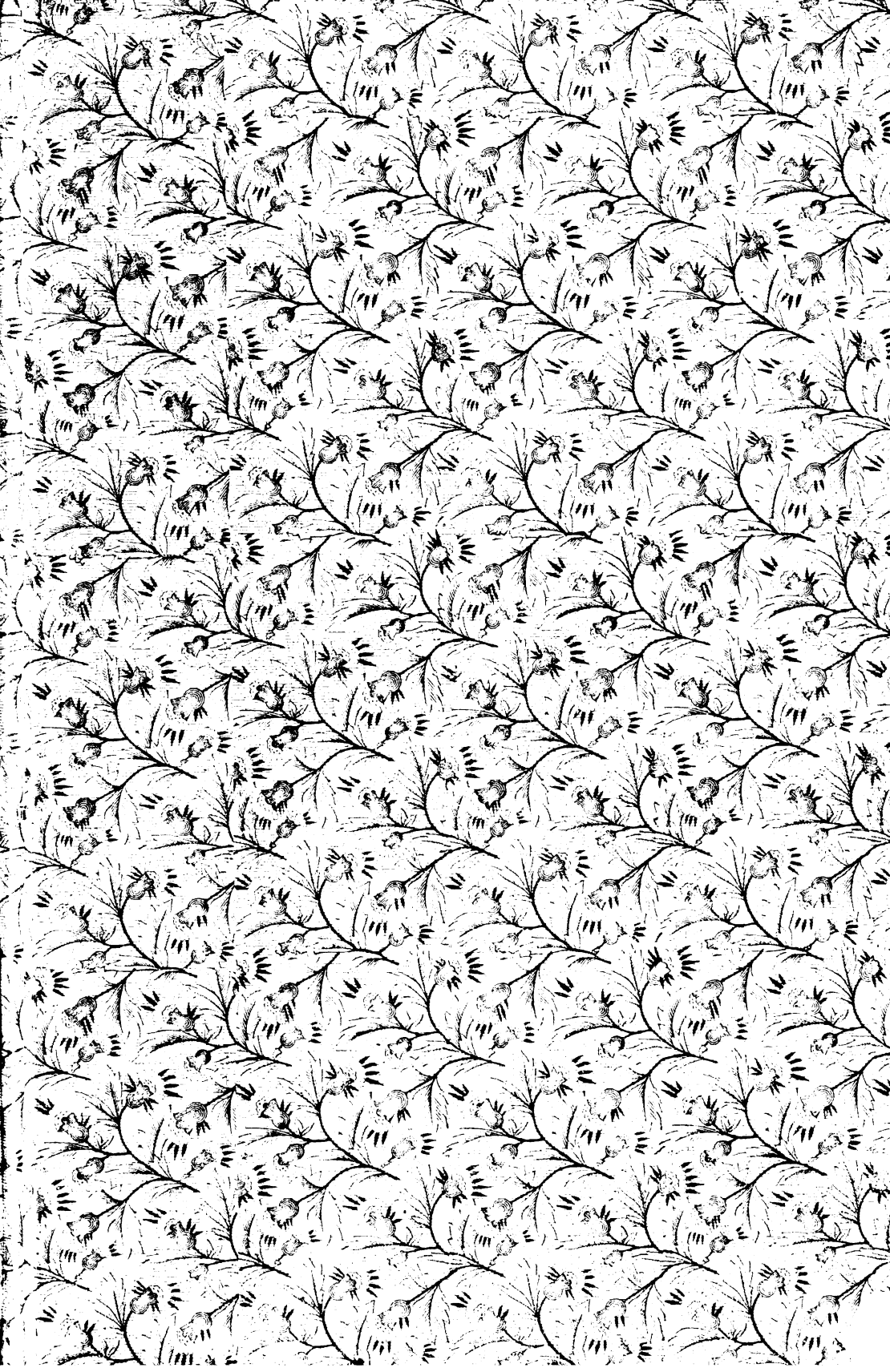
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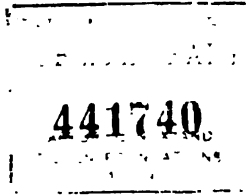
PROCEEDINGS
OF THE
THIRTIETH ANNUAL MEETING
OF THE
FIRE UNDERWRITERS' ASSOCIATION
OF THE NORTHWEST.



CHICAGO, ILL., SEPTEMBER 27-28, 1899.

PRINTED BY ORDER OF THE ASSOCIATION.

1899.



KING-CRAMER CO.,
PRINTERS AND ENGRAVERS,
342-346 Broadway, MILWAUKEE, WIS.

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THIRTIETH ANNUAL MEETING

OF THE

FIRE UNDERWRITERS' ASSOCIATION

OF THE NORTHWEST.

PRESIDENT.

FRANK H. WHITNEY.....DETROIT, MICH.
 Secretary Michigan F. & M. Ins Co.

VICE-PRESIDENT.

W. R. TOWNLEY..... ST. LOUIS, MO.
 Special Agent British America Assurance Co. and Western Assurance Co.

TREASURER.

JOSEPH A. KELSEY.....CHICAGO, ILL.
 Manager Aachen and Munich Fire Ins. Co.

SECRETARY.

D. S. WAGNER.....CHICAGO, ILL.
 Adjuster.

BOARD OF DIRECTORS.

T. W. EUSTIS, Manager Manchester Fire Assurance Co.....CHICAGO, ILL.
 W. R. TOWNLEY, Special Ag't British America & Western Assur. Cos..ST. LOUIS, MO.
 GUST. HEBGEN, State Agent German Insurance Co. of Freeport...MILWAUKEE, WIS.
 OTTO E. GREELY, Adjuster Phenix Insurance Co.....MINNEAPOLIS, MINN.
 C. D. DUNLOP, Manager Providence-Washington Insurance Co.....CHICAGO, ILL.
 P. D. MCGREGOR, Manager Connecticut Fire Ins. Co.....CHICAGO, ILL.
 R. H. GARRIGUE, Manager Merchants Insurance Co. of N. J.....CHICAGO, ILL.
 D. S. WAGNER, Adjuster.....CHICAGO, ILL.
 D. B. WELPTON, Special Agent Royal Insurance Co.....OMAHA, NEB.
 FRANK H. WHITNEY, Secretary Michigan F. & M. Insurance Co.....DETROIT, MICH.
 J. A. KELSEY, Manager Aachen and Munich Fire Insurance Co.....CHICAGO, ILL.
 W. J. WOOD, State Agent Insurance Co. of North AmericaINDIANAPOLIS, IND.
 HOWARD GRENNELL, Special Agent Atlas Assurance Co.....CHICAGO, ILL.

PROGRAM OF THIRTIETH ANNUAL MEETING.

FIRST DAY.

OPENING SESSION—9:30 A. M.

Reports of Officers.

Reports of Standing Committees.

Election of New Members.

PRESIDENT'S ADDRESS.

ANNUAL ADDRESS—MR. GEORGE W. HAYES, JR., Special Agent Fire Association of Philadelphia, New York, N. Y.

PAPER—"The Opportunity and the Responsibility," MR. C. H. WOODWORTH, Buffalo, N. Y., President National Association of Local Fire Insurance Agents

DISCUSSION.

AFTERNOON SESSION—2:30 O'CLOCK.

PAPER—"Anti-Trust Agitation and the Highest Duty of the Underwriter," MR. OTTO E. GREELY, Minneapolis, Minn., Adjuster Phenix Ins. Co., of Brooklyn, N. Y.

DISCUSSION.

PAPER—"On the Bridge of the Ship Underwriter," MR. H. N. KELSEY, Chicago, Ill., Special Agent Norwich Union Fire Insurance Society, England.

DISCUSSION.

PAPER—"Trusts," HON. A. H. McVIEY, Des Moines, Iowa.

DISCUSSION.

SECOND DAY.

MORNING SESSION—9:30 O'CLOCK.

PAPER—"A Present Duty of the Special Agent," MR. CYRUS WOODBURY, Columbus, Ohio, Special Agent Queen Insurance Company of America.

DISCUSSION.

PAPER—"Underwriters," MR. J. W. O'BRIEN, Grand Haven, Mich., Special Agent Phenix Insurance Company of Brooklyn, N. Y.

DISCUSSION.

PAPER—"Coöperation: Past and Future," MR. CHAS. C. MARTIN, Kansas City, Mo., Special Agent Norwich Union Fire Insurance Society, England.

DISCUSSION.

PAPER—"The Wisdom of Managerial Inconsistency," MR. GARRETT BROWN, Denver, Colorado, Editor Insurance Report.

DISCUSSION.

AFTERNOON SESSION—2:30 O'CLOCK.

PAPER—"The Pranks of Electricity," Illustrated, MR. W. T. BENALLACK, Detroit, Mich., Electrical Inspector Michigan Inspection Bureau.

DISCUSSION.

Reports of Committees on Deceased Members.

Election of Officers for the Ensuing Year.

PROCEEDINGS

OF THE

Thirtieth Annual Meeting of the Fire Underwriters' Association of the Northwest,

Held at the Auditorium Hotel, Chicago, Ill.,

Sept. 27 and 28, 1899.

FIRST DAY.

OPENING SESSION.

WEDNESDAY, September 27, 1899.

The meeting was called to order at 10 o'clock a. m., the President, Mr. Frank H. Whitney, in the chair.

Present: D. S. Wagner, Secretary, and the following regular members, viz:

Abbott W. S.	Baker Thos. Jr.	Blackwelder I. S.	Briggs Theo. W.
Adams Geo. W.	Barnard C. F.	Blauvelt Albert.	Brooks Fred S.
Affeld Chas. E.	Barnes Fred B.	Bliven Walte.	Brown Grant R.
Allabach E. W.	Barry Chas. H.	Blossom Geo. W.	Brown M. O.
Althouse W. L.	Batchelder G. H.	Bolling A. F.	Brown Wm. C.
Anderson Chas. H.	Becker E. A.	Bonar L. J.	Brown W. F.
Andrews C. L.	Belden J. S.	Boning Herbert E.	Buck Fred O'L.
Andrews D. W.	Bell G. H.	Boorn W. C.	Bullard A. F.
Auerbach B.	Benedict H. O.	Bowers F. W.	Burke F. H.
Avery Frank M.	Bennett H.	Bradshaw W. D.	Burns M. J.
Bailey George A.	Bennett R. M.	Brant J. A.	Bush J. B.
Bailey J. W.	Bennett Wm. L.	Briggs N. E.	Calley E. J.
Bailey O. M.	Best Jas. G. S.	Briggs R. R.	Campbell S. F.

Campbell Walter.	Eddy Geo. M.	Hebgen Gust.	Ludlum John T.
Carlisle E. G.	Eddy H. C.	Heltzell A. C.	MacEnaney L. L.
Carlisle Henry W.	Edmonds J. F.	Herdegen S.	Magill M. E.
Carson R. B.	Errett F. J.	Hershey H. H.	Main George C.
Carver J. G.	Esler R. B.	Higbee W. E.	Main W. E.
Cary Eugene.	Eustis Truman W.	Higley Chas. W.	Mariner W. E.
Caswell Jas. H.	Evans A. N.	Hildreth L. E.	Marshall John Jr.
Cate S. E.	Everett H. E.	Hill Herbert C.	Martin P. B.
Chamberlin W. O.	Faber Samuel E.	Hitchcock W. E.	Mauritzius Frank.
Chapman E. F.	Fargo F. M.	Hobbins J. N.	McAnally F. T.
Chapman W. A.	Fargo W. D.	Hollinshead C. S.	McBain W. F.
Chard Thomas S.	Fertig C. T.	Hoover John.	McCabe Frank J.
Chrissinger I. M.	Fisher G. M.	Howe H. I.	McCotter C. A.
Chubb William.	Fisher Thomas A.	Hubble John P.	McDaniel F. S.
Clark A. A.	Fleming J. D.	Hubble J. W.	McGregor P. D.
Clarke H. W.	Fletcher John S.	Hubble L. J.	McHatton Robert.
Clemons W. H.	Flintjer D. J.	Hunter R. H.	McKean R. G.
Clough Allen E.	Foote A. D.	Ingraham F. H.	McLeran J. B.
Cobban Walter H.	Foreman E. P.	Irvin E. C.	McMahon G. P.
Cofran J. W. G.	Forrey Edwin H.	Jefferson Harry.	McSween J. F.
Coleman J. W.	Foster Wm. R.	Jessop R. N.	Meeker C. G.
Colson H. W.	Friedly H. H.	Johnson Jas. J.	Meinel F. A.
Corliss G. D.	Furlong John P.	Johnson S. J.	Miller W. L. W.
Cormany W. A.	Garrigue R. H.	Johnson W. N.	Mink Albert C.
Coryell H. B.	Gibbs H. M.	Johnston James C.	Moody L. D.
Cowles C. S.	Gooch Robt. E.	Joseph James F.	Moore C. H.
Crandall A. A.	Gray H. P.	Keeler N. E.	Moore George H.
Crandall W. H.	Gray J. H.	Kelday William.	Moore M. S.
Cratsenberg A. A.	Greely Otto E.	Kelsey H. N.	Mott Geo. C.
Crawford H. F.	Greene F. M.	Kelsey Jos. A.	Mueller G.
Croskey T. F.	Greer W. J.	Kelsey Preston T.	Munn E. V.
Crosley Geo. R.	Grenell Howard.	Kemp O. C.	Munson E. A.
Cunningham W. H.	Griffith J. H.	King W. L.	Munson E. C.
Curtis C. E.	Hall Cecil A.	Kitson Harry.	Neuberger J. M.
Dale John F.	Hall Charles.	Kline G. E.	Nolte H. A.
Dallas W. I.	Hall Henry.	Knighton P. H.	O'Brien J. W.
Dana Francis.	Hall J. B.	Kreismann F. H.	Odell R. S.
Daniel T. R.	Hall John R.	Law George W.	Olds A. C.
Davies John E.	Hall Theo. D.	Leisch C. W.	Osmun Dan'l C. Jr.
Davis John H.	Halle E. G.	Lenahan J. H.	Page Wm. E.
Dean A. F.	Hanrahan John.	Lent Louis A.	Parsons R. L.
De Forest E. F.	Harding A. J.	Little F. W. Jr.	Paulding Tatnall
De Mott Howard.	Harford W. P.	Littlejohn W. J.	Penfield Geo. F.
De Roode Holger.	Harvey R. D.	Livingston J. K.	Persch C. F.
De Witt C. L.	Hawkins S. Y.	Loeb Adolph.	Phillips H. O.
Dike Henry A.	Hawthorne J. R.	Loudon H. R.	Pinkney A. E.
Driscoll M. F.	Hawxhurst W. F.	Loudon W. S.	Ragsdale J. C.
Drumm W. I.	Hayes Geo. W.	Love A. J.	Rassweller H. H.
Dudley W. W.	Hayes Geo. W. Jr.	Lovejoy Geo. M.	Raymond M. H. N.
Dunlop Chas. D.	Hayes J. J.	Luce C. H.	Raynolds Robt. L.
Dunning F. A.	Hazen L. W.	Luce Fred B.	Reekie Chas. A.
Ebbert Geo. G.	Heaford H. H.	Lucus J. C.	Reynolds M. A.

Richards Guy A.	Smith T. H.	Tuttle L. S.	Whitney F. H.
Riddle J. Irving.	Smith Thos. H.	Van Allen G. A.	Whittemore C. L.
Ritchie Frank.	Snyder C. F.	Vandeventer W. E.	Wile Edwin W.
Robertson J. W.	Speed A. C.	Vernor Frank A.	Wilken W. A.
Robertson W. P.	Sprague Samuel E.	Vore Milton P.	Williams Fred.
Robinson T. A.	Stafford John F.	Wagner D. S.	Williams Geo. G.
Rogers Frank D.	Stauffer J. George.	Walker H. H.	Williams Walter D.
Rogers Jos. M.	Steele W. L.	Wallace W. G.	Windle E. W.
Row Frank G.	Stone John.	Wardle H. M.	Windle Jos. J.
Rudy D. A.	Stuart H. C.	Warner J. H.	Witherbee W. E.
Sanderson A. G.	Sutton J. R.	Warren W. S.	Witkowsky Conrad.
Scott Walter.	Taylor C. F.	Wells David W.	Washington H. B.
Sears M. L.	Thomas John V.	West Byron D.	Wood H. N.
Seelye I. H.	Tiffany H. S.	West B. L.	Wood W. J.
Sheridan J. P.	Tolles Fred. W.	Wetmore E. R.	Woodbury Cyrus.
Singleton J. P.	Townley W. R.	Wheeler E. S.	Woodward M. S.
Small I. F.	Tripp S. W.	Whitlock H. H.	Wright John O.
Smith Horace M.	Tritle F. L.	Whitlock J. L.	

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Press represented as follows:

NAME.	PAPER.
John W. Mack.....	<i>Weekly Underwriter.</i>
George W. Hatch.....	<i>Insurance Age.</i>
Robert B. Moyer.....	<i>Insurance Monitor.</i>
B. J. Tomes.....	<i>American Exchange and Review.</i>
H. C. Martin and W. E. Grigsby.....	<i>Rough Notes.</i>
F. A. Durham.....	<i>Underwriters' Review.</i>
Carter Wilder.....	<i>Insurance Magazine.</i>
Garrett Brown.....	<i>Insurance Report.</i>
E. Jay Wolgemuth.....	<i>Western Underwriter.</i>
Clarence Axman.....	<i>Insurance Herald.</i>
A. H. Huling.....	<i>Argus.</i>
J. S. Bloomington.....	<i>Investigator.</i>
Chas. A. Hewitt and F. L. Miner.....	<i>Insurance Post.</i>
Thos. R. Weddell.....	<i>Chicago Inter-Ocean.</i>
C. I. Hitchcock.....	<i>Chicago Times-Herald.</i>

The President—

Gentlemen, the meeting will please come to order. The first business is the calling of the roll.

Mr. George W. Hayes—

Mr. President, I move that we dispense with the calling of the roll and the reading of the minutes of the last meeting.

Seconded. Motion put by the Chair and carried.

The President—

The next in order is the report of the Treasurer.

Mr. Kelsey—

REPORT OF TREASURER.

1898-1899.

Fire Underwriters' Association of the Northwest.

CHICAGO, September 26, 1899.

To cash on hand, September 27, 1898.....	\$1,001.82
Received from dues year 1897.....	\$ 60.00
Received from new members, year 1898.....	282.00
Received from dues, year 1898.....	2,205.00
Received from F. H. Whitney, 2 sets of Proceedings.....	30.00
Received from Chas. Janvier, 1 set of Proceedings.....	20.00
Total receipts.....	<u>\$2,597.00</u>

\$3,598.82

CONTRA.

Paid for rent to Oct. 1, 1899.....	\$ 300.00
Paid for salary of Secretary, 1897-1898.....	300.00
Paid for salary of Treasurer, 1897-1898.....	100.00
Paid for printing and stationery.....	485.00
Paid for banquet expenses.....	180.50
Paid for stenographic work.....	108.25
Paid for express.....	8.30
Paid for postage and exchange.....	102.14
Paid for floral decorations.....	20.00
Paid for library, preparing catalogue.....	65.50
Paid for miscellaneous items of expense.....	26.00

Total disbursements \$1,695.69

Balance cash on hand..... 1,903.13

\$3,598.82

Respectfully submitted, J. A. KELSEY,

Treasurer.

Members unpaid, year 1898, 54.

O. K. P. D. MCGREGOR,

T. W. EUSTIS,

Finance Committee.

ILLINOIS TRUST AND SAVINGS BANK.

CHICAGO, September 26, 1899.

J. A. Kelsey, Treasurer, Chicago.

Dear Sir: The balance to the credit of your account with us, at the close of business, September 25, 1899, according to our books, was two thousand two dollars and sixty-eight cents (\$2,002.68).

T. B.

Yours truly,

JAS. S. GIBBS,

Cashier.

NEW MEMBERS.

13

September 25, balance as above.....	\$2,002.68
September 26, deposit.....	10.00
	<u>\$2,012.68</u>
Less check outstanding, No. 37.....	109.55
Balance	<u>\$1,903.13</u>

The President—

Gentlemen, you have heard the report of the Treasurer. What will you do with it?

Mr. W. R. Foster—

I move that it be accepted and placed on file.

Mr. E. V. Munn—

I second the motion.

*Motion carried unanimously.

The Secretary—

I will read the following names of applicants for election to membership of this Association, which names have been acted favorably upon by the Board of Directors.

NEW MEMBERS, 1899.

NAME.	ADDRESS.	TITLE.	COMPANY.
Alexander F. W.,	Indianapolis, Ind.,*	Special Agent,	Agricultural Ins. Co.
Atwater Walter E.,	Iowa City, Iowa,	Special Agent,	Greenwich Ins. Co.
Barrett D. P.,	Grand Rapids, Mich.,	Special Agent,	Traders' Ins. Co., Chicago.
Bates E. P.,	Topeka, Kan.,	State Agent,	North British & Mercantile Ins. Co.
Bawden E. T.,	Chicago, Ill.,	Adjuster.	
Benallach W. T.,	Detroit, Mich.,	Electrical Inspector.	
Boughton T. C.,	Kalamazoo, Mich.,	Inspector.	
Brainerd M. C.,	Des Moines, Iowa,	Special Agent,	{ Firemans Fund Ins. Co.
Butterfield W. C.,	St. Louis, Mo.,	General Adj.,	{ Home Mutual Ins. Co.
Cavanagh W. A.,	Chicago, Ill.,	Special Agent,	{ Phoenix Ins. Co., Hartford.
Cochran J. W.,	Columbus, Ohio,	Inspector.	{ Ins. Co. of North America.
Conklin Walter,	Minneapolis, Minn.,	Special Agent,	{ Philadelphia Underwriters.
Cornell H.,	Chicago, Ill.,	Special Agent,	{ Delaware Ins. Co.
Cost J. A.,	Chicago, Ill.,	Special Agent,	{ Reliance Ins. Co.
Criswell B. F.,	Topeka, Kan.,	Special Agent,	{ Mercantile F. & M. Ins. Co., Boston.
Davis Edward T.,	Minneapolis, Minn.,	Special Agent,	{ American Ins. Co. of Boston.
Doepfers Aug. B.,	Indianapolis, Ind.,	Special Agent,	Connecticut Fire Ins. Co.
Dearth Elmer H.,	St. Paul, Minn.,	General Agent,	Palatine Ins. Co. Ltd.
Diggins A. B.,	Springfield, Ill.,	State Agent,	Palatine Ins. Co. Ltd.
England J. J. L.,	Detroit, Mich.,	Special Agent,	German Ins. Co. of Indiana.
Foster Robert J.,	Columbus, O.,	Special Agent,	Manhattan Fire Ins. Co.
Fox Harry,	La Grange, Ill.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Golden W. E.,	Milwaukee, Wis.,	Special Agent,	Northern Assu. Co.
Gordon Fred F.,	Chicago, Ill.,	Special Agent,	Palatine Ins. Co. Ltd.
Hatfield S. K.,	Peoria, Ill.,	Special Agent,	Milwaukee Mechanics Ins. Co.
House Geo. K.,	Saginaw, Mich.,	Inspector.	Manchester Fire Assu. Co.
			American Ins. Co. of N. J.
			American Ins. Co. of N. J.

NAME.	ADDRESS.	TITLE.	COMPANY.
Herman W. H.,	Cleveland, Ohio,	Special Agent.	Spring Garden Ins. Co.
Haverstick Ralph,	Rock Island, Ill.,	Special Agent,	Commercial Union Assu. Co.
Hill Charles S.,	Pueblo, Col.,	Special Agent,	Lancashire Ins. Co.
Hilton J. M.,	Chicago, Ill.,	Special Agent,	Palatine Ins. Co. Ltd.
Hinckley E. H.,	Kalamazoo, Mich.,	Special Agent,	Orient Ins. Co.
Holden W. Frank,	Omaha, Neb.,	Special Agent,	Spring Garden Ins. Co.
Hornby Ben H.,	Omaha, Neb.,	Special Agent,	Pennsylvania Fire Ins. Co.
Kaufman D. W.,	Chicago, Ill.,	Special Agent,	{ Traders' Fire, N. Y. { Manhattan Fire Ins. Co.
LaBrande G. W.,	St. Paul, Minn.,	Inspector.	
Lee J. O.,	Chicago, Ill.,	Special Agent,	New Hampshire Fire Ins. Co.
Loeb Louis I.,	Chicago, Ill.,	Special Agent,	No. German Fire Ins. Co.
Lewis I. J.,	Chicago, Ill.,	Local Agt. & Adj.	
Lowe N. C.,	Jackson, Mich.,	Inspector.	
March Geo. K.,	Hillsdale, Mich.,	Special Agent,	Greenwich Ins. Co.
Martin C. C.,	Kansas City, Mo.,	Special Agent,	Norwich Union Fire Ins. Society.
Miller Albert W.,	Lincoln, Neb.,	Special Agent,	{ Delaware Ins. Co. { Reliance Ins. Co.
Meyer A. J.,	Indianapolis, Ind.,	Special Agent,	{ Delaware Ins. Co. { Reliance Ins. Co.
Olds Chas. G.,	Detroit, Mich.,	Special Agent,	Glens Falls Ins. Co.
Peckham A. M.,	West Superior, Wis.,	Special Agent,	Williamsbaugh City Fire Ins. Co.
Phelps E. S.,	Burlington, Iowa,	State Agent,	N. Y. Underwriters.
Pribbenow B.,	Chicago, Ill.,	Special Agent,	{ Manhattan Fire Ins. Co. { Traders' Fire, New York.
Reed W. A.,	Dover, Ohio,	State Agent,	Manchester Fire Assu. Co.
Remington H. H.,	Chicago, Ill.,	Special Agent,	Teutonia Ins. Co., N. O.
Rogers W. A.,	Milwaukee, Wis.,	State Agent,	Home Ins. Co.
Sammis Fred C.,	Minneapolis, Minn.,	Special Agent,	Agricultural Ins. Co.
Sanford C. M.,	Kansas City, Mo.,	Special Agent,	Hamburg-Bremen Fire Ins. Co.
Schafer Fred W.,	St. Louis, Mo.,	Special Agent,	Caledonian Ins. Co.
Spann John M.,	Indianapolis, Ind.,	Secretary.	Indianapolis Fire Ins. Co.
Stephens Isaac,	Detroit, Mich.,	Special Agent,	Girard Fire and Marine Ins. Co.
Thomas John M.,	Topeka, Kan.,	Special Agent,	Phenix Ins. Co. of Brooklyn.
Wollaeger Paul G.,	Milwaukee, Wis.,	Adjuster,	Concordia Fire Ins. Co.
Walsh Chas. A.,	Kansas City, Mo.,	Special Agent,	Westchester Fire Ins. Co.
Watson Clifford,	Vinton, Iowa,	Special Agent,	Niagara Fire Ins. Co., N. Y.
Wells H. M.,	Preston, Minn.,	State Agent,	North British & Mercantile Ins. Co.
Welsh Milton,	Kansas City, Mo.,	Adjuster,	
Wisner W. K.,	Cedar Rapids, Ia.,	Special Agent,	Aachen & Munich Fire Ins. Co.
Woodhurst W. H. C.,	{ North Platte, Neb.,	State Agent,	North British & Mercantile Ins. Co.
Zent M. F.,	East St. Louis, Mo.,	Inspector.	

The President—

Gentlemen, you have heard the names presented for election to membership of this Association. What is your pleasure?

Mr. D. W. Andrews—

I move that the rules be suspended and that the Secretary cast the ballots for the members as selected and that they be accepted in this Association.

Mr. O. C. Kemp—

I second the motion.

Motion carried unanimously.

Mr. W. R. Townley was here called to the chair, and the President then read the following address:

PRESIDENT'S ADDRESS.

Mr. Whitney—

GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

This is the Thirtieth Annual Meeting of The Fire Underwriters' Association of the Northwest, and as President it affords me much pleasure to express a fraternal greeting to its members.

To the veterans, be they Officer, Manager or Special, we extend a most cordial welcome, and while realizing the advance of Father Time, we trust you will be spared to attend these meetings for many years to come, thus enabling you to give to the younger element the benefit of that experience which can only be acquired by years of service in the harness as an underwriter. And to members from a distance, who have come to favor us by their attendance and aid us by their wisdom and counsel, we express our appreciation and a hearty welcome. To those who are prevented from being present by illness or otherwise we send tidings of good fellowship, assuring them of a kind and thoughtful consideration for their welfare and hope for their speedy recovery. I desire especially to mention the absence of one most respected and valued member, who has heretofore contributed so largely to the success of these conventions, and who has occupied the highest office within the gift of his associates. Mr. Eugene Harbeck, who was President during the World's Fair year, and whose presence we will miss more than words can express, has been a patient sufferer from illness for the past year, but I am happy to inform you that with continued rest and absolute freedom from business cares we may look for his early restoration to health. It is proper that an expression of encouragement by this Association be conveyed to this esteemed and honored member.

The representatives of the insurance journals and local press are always welcomed, and this Association recognizes with no small degree of appreciation the great benefit derived by your fearless and comprehensive articles on insurance history and underwriting affairs, proclaiming to the public, as well as to our profession, such instructive and intelligent ideas pertaining to the business of fire insurance. We are glad that you are with us, and we trust that at future meetings we may enjoy many valuable addresses from your number, as we have done in the past, and this meeting will be no exception to the rule. Recognizing your worth to the profession of fire underwriting, it is our wish that you join in the discussions, thereby giving to the Association the benefit of your knowledge and wisdom, and for this purpose we extend to you the usual courtesies of the floor.

We are honored in having with us distinguished guests, men high in our profession, and our Association is to be congratulated for the opportunity afforded it by way of advice and suggestions from them, always cognizant of the fact that our interests are more closely guarded by their presence. We earnestly request that they take part in our deliberations, and grant them special privileges in that direction.

Thirty years is a long time for any mutual organization to exist, but judging from the increased interest shown from year to year and the large addition to our membership at each meeting, this Association is certain to continue in such a manner as to assure its perpetuity, and well it may.

The death roll for the past year is one of the largest in the history of our Association, and it becomes my painful duty to advise you that since our last meeting nine of our members have answered the final roll-call.

J. O. WILSON, business manager of the *Insurance Monitor* and the *Insurance Law Journal*, died at his home in Ocean Grove, N. J., on the 6th day of September, 1899. Mr. Wilson, in 1871, then Iowa State Agent of the Franklin Fire Insurance Co. of Philadelphia, assisted greatly in organizing this Association and became one of its staunchest supporters; he was President in 1876. His paper entitled "The Birth and Progress of our Association," read before this body in 1896, was a masterly piece of work and received special recognition from its members. The possessor of one of the brightest minds among our profession, and being of such a lovable character, he soon won the admiration and respect of those with whom he came in contact; no one knew J. O. Wilson but to love him; honest, upright, conscientious, faithful and true. Quoting from his own pen: "Blessed are the dead whose lives were true to honor and rich in service; who brightened their homes with love; who were faithful and charitable in friendship; who cherished the beautiful in literature and morals; who for themselves and others uncomplainingly bore the burden and the heat of the day. Blessed are they, for, resting in peace from their labors, their works do follow them." Such a man was J. O. Wilson.

DAVID T. DEVIN, Manager of the Western Department of the Delaware and Reliance Insurance Companies of Philadelphia, died near Battle Lake, Minn., on the 13th day of October, 1898. His untimely death was a great shock to his many friends. Mr. Devin was one of the oldest members of our Association, having joined in 1882. He was a man of positive character, an experienced underwriter, and succeeded well in establishing the companies he represented in the Western territory.

E. H. BERRY, Wisconsin State Agent of the Liverpool & London & Globe Insurance Company, died December 18, 1898, at the Waldheim Sanitarium, Oconomowoc, Wis. He joined our Association in 1888. Mr. Berry was the oldest field man on the staff of the Liverpool & London & Globe, and was universally respected and beloved by all.

HENRY S. SEAGE, Michigan State Agent of the Traders' Insurance Company of Chicago, died at his home in Lansing, Mich., on the 9th day of April, 1899. He joined our Association in 1889, and was one of its most earnest advocates. His paper on "The Evolution of the Saw-Mill," read before this Association four years ago, was in line with his work as an Inspector, and he was considered one of the best posted experts on saw-mills and lumber in the States of Michigan and Wisconsin.

KARL SCHMEMANN, General Agent of the Milwaukee Mechanics Insurance Company for the State of Michigan, died at Mt. Clemens on the 31st day of May, 1899. In addition to his duties as General Agent, he conducted one of the largest local agencies in the city of Detroit. He was of a most companionable nature and had a wide circle of friends. He joined our Association in 1895.

JOHN E. THOMAS, Illinois State Agent of the Liverpool & London & Globe, died at Cairo, Ill., on the 3d day of February, 1899. Mr. Thomas had been connected with the Liverpool & London & Globe Insurance Co. since 1883 as Local and Special Agent, and his faithful services secured to him the respect and esteem of his employers. He became a member of this Association in 1896.

FRANK A. THOMPSON, of Denver, Col., died in that city on the 22d day of April, 1899. He joined our Association in 1894 and read a valuable paper on the subject of "Depreciation" at the meeting in 1896. He was considered one of the ablest insurance men in the Western field and had a host of friends who mourn his loss.

GEORGE W. REYNOLDS, formerly Special Agent of the Niagara Fire Insurance Company for Missouri and Iowa, died at his home in St. Louis on November 2d, 1898. He joined this Association in 1885; was a noble fellow, beloved by all who knew him best.

GEO. H. GILBERT, Special Agent of the Girard F. & M. Insurance Company for Illinois, died in Denver, Col., June 10th, 1899. He joined this Association two years ago, and by his sterling integrity and manly character was fast winning his way into the hearts of its members.

Anticipating your wishes, committees have been selected to prepare suitable resolutions on the death of these departed members, and they are requested to make their reports at the afternoon session of the second day of this meeting.

Upon the death of J. O. WILSON—Messrs. Geo. W. Hayes, J. M. De Camp, M. H. N. Raymond.

Upon the death of DAVID T. DEVIN—Messrs. S. E. Cate, J. L. Whitlock, D. W. Wells.

Upon the death of E. H. BERRY—Messrs. George H. Moore, George Crooke, J. H. Warner.

Upon the death of HENRY S. SEAGE—Messrs. N. B. Jones, Frank G. Row, C. H. Luce.

Upon the death of KARL SCHMEMANN—Messrs. Chas. A. Reekie, Geo. A. Armstrong, Frank A. Vernor.

Upon the death of JOHN E. THOMAS—Messrs. H. H. Rassweiler, Jas. J. Johnson, Milton P. Vore.

Upon the death of FRANK A. THOMPSON—Messrs. D. C. Osmun, Jr., C. T. Fertig, Frank M. Avery.

Upon the death of GEORGE W. REYNOLDS—Messrs. D. W. Andrews, John Hoover, J. Geo. Stauffer.

Upon the death of GEO. H. GILBERT—Messrs. J. B. Hall, John Hanrahan, John E. Shepherd.

We are also called upon to mourn the death of others who were closely identified with the insurance business and, while not active members of this Association, took special interest in our proceedings and furnished valuable aid for the promotion of our cause.

Charles Sewell, United States Manager of the Commercial Union Assurance Company.

George W. Wensley, President of the American Fire Insurance Company of New York, and United States Manager of the Manchester Fire Assurance Company.

F. H. Harris, President of the American Insurance Company of Newark.

Christian Preusser, President of the Milwaukee Mechanics Insurance Company.

Gustav Wollaeger, Secretary of the Concordia Fire Insurance Company.

Henry S. Durand, General Adjuster of the Home Insurance Company, Chicago, Ill.

Those desiring to pay tribute to their memory will have the opportunity to do so at the session to-morrow afternoon at the time reports are read on deceased members.

The library of the Association is a valuable one, a new addition of books having been secured during the past year. A general catalogue, properly indexed, of the entire collection and of the different topics contained therein, has been prepared by the Secretary. It is now an easy task to obtain at once any volume or subject matter desired. A visit to the library-room in the Home Insurance building will enable you to quickly observe the importance of this adjunct to our Association, and it is to be hoped that members, visiting underwriters, and others, will take advantage of this opportunity and govern themselves accordingly.

The reports of the Secretary and Treasurer, as presented, must prove gratifying to us all. The Association is in splendid financial condition, and the yearly income, now exceeding the expenditures, enables us to add to the surplus each year. Knowing the duties pertaining to these offices, the Association is to be congratulated upon having such energetic, painstaking and earnest workers as those who now occupy them, and your Board of Directors, recognizing this fact, voted to each suitable remuneration for the duties so admirably performed.

The business of Fire Insurance is undergoing changes that tend to keep those engaged in it constantly on the alert to meet the requirements as fast as they appear, and that you are equal to the emergency goes without saying. In some sections of the territory it has recently experienced a very decided change, owing to laws which have been enacted and enforced by the officials in authority. Whether these laws will work hardships to the companies as well as to the insuring public, remains to be seen. It is evident, however, that in these localities we should be loyal to the time-proven correct principles and rules of the business of fire insurance. In some States the law permits the existence of Local Boards and rate-making by Local Agents, and it is the duty of every fire insurance man to urge the enactment of such laws in States where they do not now exist. Legislation of this character will have a tendency to eliminate the hostile feeling which we continually encounter in the prosecution of our business.

The organizing of Local Agents throughout the country, whose object is for the best interests of all, is proper and right, and we should encourage the undertaking when opportunity affords us. What is best for their interests is best for ours, and *vice versa*, as no well-managed company or sensible agent will jeopardize their interests for the purpose of satisfying a selfish desire. Through the Local Agent we must work for the adoption of legislation in the different commonwealths for the betterment of our cause. The assistance of the Local Agent we invite for the preservation of the agency system, which is acknowledged to be the only true system of the present time to obtain the necessary premium income to carry on the business of fire insurance. The Local Agent must be loyal to the situation, and upon him greatly depends the maintenance or breaking down of the tariff. We should put our shoulder firmly to the wheel and display a strong desire to assist this vast army of premium-getters to achieve success. We are fortunate at this meeting in having the opportunity of listening to a paper by one who has been twice honored by his associates by the election to the presidency of the National Association of Local Fire Insurance Agents, and we welcome with pride and gratitude the wisdom of his words.

The time is not far distant when the companies will take some action in regard to multiple agencies, for there is not a more serious question to be considered or one more harmful to our interests than the multiple agency problem. It has a strong tendency to break down honest competition and cause loyal agents to blush with shame that they are obliged to remain in the business to obtain a livelihood. The evil should be discouraged wherever existing, and if not checked in the early future the injury will be so great that it will take years to overcome the unfortunate conditions resulting therefrom. Too much greed for business can have but one ending—disaster. In the selection of a representative seek only the best; if he cannot be obtained, abide your time, you will profit by it. Good agents furnish good business,

and good business produces profitable results for your companies, and that is what wins in the end.

The uniform manner in which the business of fire insurance should be conducted is one that is receiving the attention of Managing Underwriters throughout the country. The time of diversified practices in handling the affairs of underwriting is fast disappearing. The business must and will be placed upon a more equal basis. We must not overlook the fact that the success of the whole rests largely in equality and uniformity, and the utmost skill and care must be exercised to maintain the point of safety for the policy-holder and the capital invested.

Rates throughout the country have, through natural and other causes, been reduced to a point below any expectancy of profit in the underwriting column, and the lower they go the higher goes the loss ratio. The slight increase in the volume of new business is insufficient to replace the shrinkage. As the demand for business increases the supply decreases and the opportunity for profit disappears more rapidly. Companies will for a time maintain surplus at the expense of reserve, but as the amount at risk produces the losses, which must be met at all hazards, the present condition of the fire insurance business is anything but encouraging. It is therefore quite necessary that each member of this Association use his influence in the direction of curtailment of expenditures and for correct practices in underwriting, and those who have kept this in view now find it a reliable beacon for the stormy outlook.

This Association is a power within itself, and we should exercise that power in the direction of the greatest good to all. Our meetings should be fully attended and exchanges of ideas and plans should be liberally expressed upon the floor of the convention hall. We assemble from all parts of the country and expect to reap the benefits of suggestions offered by those from localities not our own. From present indications we are to enjoy one of the largest meetings in the history of the Association, and it is earnestly requested that members be promptly on hand at the time of opening of the meetings in order that we may proceed with the program as arranged. The subjects for our consideration will be handled by men who are well qualified to present them, and it is to be hoped that members will freely discuss the different papers at the time they are presented. Let the discussions be free and open. It is the privilege of each one to enter into the discussion of any subject brought before the meeting, and you should feel at liberty to avail yourselves of the opportunity.

Our gatherings are becoming more interesting and attractive as the years roll by, and the good fellowship displayed is a source of pleasure not soon to be forgotten. Ties of lasting friendship are interwoven, and the eagerness manifested on all sides to advance our common interests is a fact worthy of note, and gives to us renewed vigor and a greater determination to place the business of fire insur-

ance upon a higher and better plane than the one by which it has heretofore been measured.

Success be with you, and when this meeting adjourns and each again takes up the duties of his profession, let it be upon the basis of a broad and liberal good-will toward all, an honest desire to be loyal to each other, and an unfaltering attachment for our Fire Underwriters' Association of the Northwest.

The address of the President was received with applause.

The Chair (Mr. Townley)—

Gentlemen, you have heard the address of your President, and there are some noble suggestions contained therein. Heretofore the custom has been to refer the address to a committee of five. What is your pleasure in the matter?

Mr. Otto E. Greely—

I move that the address of the President be referred to a committee of five.

Seconded. Motion carried unanimously.

COMMITTEE ON PRESIDENT'S ADDRESS.

The Chair (Mr. Townley)—

I will appoint as such Committee Messrs. Fred. W. Williams, D. W. Andrews, R. D. Harvey, Jas. F. Joseph, and J. W. O'Brien.

(Here the President resumed the chair.)

The President—

The Secretary will now read some letters received by the Association, which he did.

The President—

You have heard the communications received by the Association. What is your pleasure regarding them?

Mr. Frank A. Vernor—

I move that the same be received and placed on file.

Seconded. Motion carried unanimously.

The President—

The next on the program is the Annual Address. What greater pleasure can a man experience than to realize that an aspiration formed in his boyhood days has been finally reached and about to be fulfilled in a realistic manner or by an actual occurrence; and how much greater must the same sense of feeling prove to his many friends who have watched his career during this period. The gentleman who will this year deliver the Annual Address is so well known that he needs no introduction at the hands of your President. As a lad, he distributed the programs in meetings of this Association, is now one of

the younger men composing its ranks, in the prime of life and vigor of manhood, engaged in active field work, and commencing, as he did, with the very rudiments of our profession, he has, by strict attention to business and honesty of purpose, well earned his advancement. He occupies one of the most responsible field positions in the business of fire insurance; is a Western man, possessing one of the brightest minds in the Underwriting profession, and we hope at some future time to welcome him back to his old stamping ground.

Gentlemen, it is with much pleasure I have the honor of introducing Mr. George W. Hayes Jr., of New York, Special Agent of the Fire Association of Philadelphia.

(Applause.)

ANNUAL ADDRESS.

Mr. George W. Hayes, Jr.—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

The first close analysis on a subject, in consequence of which "the insurance offices one and all shut up shop" that I remember of reading and studying over, was "A Dissertation Upon Roast Pig," by Charles Lamb. This bright and witty story to the ordinary business man is full of humor; to the fire insurance man it is full of pathos. Alas! only too well we know the prototypes of Bo-bo, the boy who was fond of playing with fire; Ho-ti and the Judge are with us to this day under many different garbs and aliases; trials, for fire insurance men, still take place in Pekin (Illinois), and juries, "without leaving the box, or any manner of consultation whatever," in incendiary cases of to-day "bring in simultaneous verdicts of not guilty."

While studying over, building up and phrasing his essay, the early history of the subject was thus written by the celebrated author: "Man-kind, says a Chinese manuscript, which my friend M. was obliging enough to read and explain to me, for the first seventy thousand ages," etc., etc., thus briefly coming to the subject of discussion.

Among the best essays of the last decade on fire insurance are those written last year by Judge Ostrander, of Chicago, and Mr. Beddall, of New York, both presented before the twenty-ninth session of the National Convention of Insurance Commissioners, held at Milwaukee, and that prepared and read by Dr. Bloomington, of Chicago, before the thirtieth session of the same Association, held at Detroit the first week in September of this year. These papers are all in print and available for every insurance man's library.

In the heart of every fire underwriter in America to-day there is a feeling of anxiety and dread of the future.

What is the matter with the business?

Too many companies?

No. The great commercial centers of this country need all of the good, reliable indemnity that is offered to-day.

Are the premium rates too low?

Are the expenses of the business too high?

Well, when a man does not feel very well, looks it, and says so, every friend he meets diagnoses the case differently, and proposes a different treatment for cure. It is much the same with the matter under discussion.

Most regretfully admitting the discouragements of the hour, how can we, the field men, help our company officers and managers to better the condition of things? By studious, careful work; by honest, truthful statements of facts; by using all diligence and faithfulness in obeying orders.

No Special Agent ever passed judgment on contracts that did not feel the want of a legal education; none ever adjusted a building loss who did not regret that he were not a master carpenter; none ever followed the incoming electric wire into and through a building, tracing it to a grounding on a gas or water pipe, finally ascertaining that that incoming wire received current from tapping the feed wire to or the trolley wire itself, but what he wished he were an expert electrician; none ever inspected mills and factories with the countless processes required in the manufacturing industries of to-day but longed for the knowledge of a learned scientist, a wise engineer, a skilled mechanic. The best field men in the service of the fire insurance companies to-day are those whom the Almighty has blessed with a great fund of incorruptible honesty of thought, word and deed; also possessed of good, common sense; who, with highly cultivated receptive faculties and memories, have accumulated a fund of knowledge acquired by great labor in actual contact with and study of subjects presented, absorbing the proficient ideas and knowledge thereupon of the lawyer, the builder, the electrician, the scientist, the engineer, and the mechanic.

"Strange, is it not, that of the myriads who -
Before us passed the Door of Darkness through
Not one returns to tell us of the road,
Which, to discover, we must travel, too."

There are few, and there should be none at all, of the men charged by the fire insurance companies with the direction of affairs, who do not number among their friends and advisers the Insurance Department officers of the States in which their work is located. We can learn much from their full knowledge of all branches of the insurance business. The friendly relations established between their Association and our own cannot but be productive of mutual advancement of thought and action.

The progression and advancement of the business of fire insurance is in no way more signally shown than in the coming together in annual convention of the Local Agents of this country. The rapid increase in attendance at their meetings is noteworthy, and much of favorable comment has been passed upon the wisdom that they have displayed in their legislation for the good of the business as a whole, devoid of all personal ends. This was forcibly shown by their President when he said:

"I know nothing about your North or your South. I know nothing about your

sectional lines or your sectional differences. To me Alabama and New York are part of one great and glorious nation, which, please God, shall be forever maintained in unity and peace."

We have much to expect that is helpful to underwriting interests in the future of the Local Agents' Association.

Underwriters have a single word that expresses the purpose of their daily, weekly, monthly, yearly business endeavors. A magical word—one to conjure with—Results.

What were the results of fire underwriting in America last year?

The experience of the 162 fire, marine and inland joint stock fire insurance companies reporting to the New York State Insurance Department for 1898 is as follows:

Premiums received.....	\$127,730,726	
Losses paid.....		\$74,660,521
Increase in liabilities during the year (outstanding losses, unearned premiums and all other claims).....		4,732,984
Actual expenses paid.....		50,256,871
Loss for the year, 1½ per cent. of premiums	1,919,650	
	<hr/> \$129,650,376	<hr/> \$129,650,376

THE SAME FOR EIGHT YEARS, 1891 TO 1898 INCLUSIVE.

Premiums received.....	\$990,699,691	
Losses paid.....		\$387,523,329
Increase in liabilities during the period (outstanding losses, unearned premiums and all other claims).....		33,226,250
Actual expenses paid.....		357,432,479
Profit for the period, 1½ per cent. of premiums		12,457,633
	<hr/> \$990,699,691	<hr/> \$990,699,691

The figures quoted in this year's semi-annual statements of the companies as reported to the Insurance Department of the State of Georgia give us a cold chill as we read them.

All of the companies admitted to the State, 59 in number, report total income for the first six months of this year in sum of.....	\$53,346,762
Total expenditures.....	59,015,792

Excess of expenditures.....	\$5,669,030
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Only seven companies of the 59 were able to keep their expenditures within their incomes, the total income of the seven being \$4,613,313, with excess of income over expenditures in total sum of \$140,366 for these very fortunate seven companies.

A recent tabulation issued by the National Board of Fire Underwriters shows that fifteen States have anti-compact laws, ten prohibit the use of the co-insurance clause, seven require special deposits from insurance companies, thirty have resident agent laws, twenty have valued-policy laws, and thirty-one retaliatory laws.

There occurs in Persia a well-known phenomenon known as the "false dawn"—Subhi Kazib, a transient light on the horizon about an hour before the Subhi Sadik, or "true dawn." In these days when thoroughly trained and competent officers of fire insurance companies in their

daily work are being required by State laws to put aside the rules of certain safe conduct and steer their ships without rudder or compass, it is a false dawn that appears on the horizon of the business world, and it is viewed with apprehension by every underwriter who has been trained in the school of business experience.

Now, let me ask, who would they, the people, prefer as the officers and managers of their home fire insurance companies to the men who now have charge of them? Is it not true that almost without exception the officers and managers of the companies, the friends and neighbors of the policy-holders, are well thought of in their home communities? When have you heard of embezzlements or other criminal offenses on the part of fire insurance company officers? Would it be the part of wisdom, on short notice to replace these men with novices, putting most important interests in uncertain hands? Of course not. Then why should not these experienced officers be permitted to administer the affairs of their respective companies, untrammelled by State interference; to fortify their individual judgment by taking counsel of other wise and able men in the same line of business? "Co-operation is much more the life of business than competition," and is essentially so in fire insurance. When expenses are to be minimized, and certain benefits accrue to all, I ask why should not these companies be permitted to work together, through organization, mutually advantageous to policy-holders and to companies?

"No policy-holder is ever injured by the requirements of an adequate rate, whether determined by the combined experience of a number of companies or fixed by a single company; but the history of fire insurance records page after page of failures where greed for premiums swallowed up conservatism and common sense," is the opinion expressed by one of the ablest students of fire insurance in this country.

In October, 1871, Chicago was in ashes. The fire insurance companies, some of them, emptied their treasuries; others were seriously crippled by the drain upon their financial resources, and the policy-holders of this great city owe a debt of gratitude to the companies, which they have never forgotten. What was the lesson of that and other great conflagrations? In making our rates, to consider what the architects term "the factor of safety,"—to provide for the conflagration hazard; and this has been done. Let the people of this great city, and of this broad land, ask of their agents concerning the financial standing of the companies to-day. The companies are strong corporations; they are well managed corporations; they are honestly managed corporations.

It is simply impossible of belief that the people of our country are going to stand idly by and permit that the fire insurance companies, many of whom their grandfathers, fathers, and they themselves have known well all their lives, shall be legislated to death! They should not allow the blatherskite and the demagogue to imperil the security that is behind the indemnifying contract of the corporations which have stood the test of all these years! We, the Special Agents, in our business

intercourse with the Local Agents, who are the constituents of the law makers, can do much to properly guide insurance legislation.

Let us, the field men of the fire insurance companies here assembled, send to our home offices the ringing message, which, phrased by Dr. Edward Everett Hale, electrified the people of this broad land a generation ago:

"Look up, and not down;
Look forward and not back;
Look out, and not in—
Lend a hand!"

Lend a hand—a strong, supporting hand to State Boards and Field Club organizations, where not prohibited by legislative enactment.

Lend a hand to persuade all companies to sink the individual interest in the general good—sacrificing a local advantage here and there, at times, for the common interest and permanent upbuilding and promotion and advancement of underwriting interests.

Lend a hand to secure honor-bright good faith and fair dealing between companies and Special Agents and Local Agents. This done, there will be no occasion for the inquiry, What is the matter with the insurance business?

Let integrity of purpose and honesty of action characterize the daily work of each member of this Association, and each one be always ready to lend a hand every day and everywhere, the coming year, to improve and benefit the insurance situation, and the outlook at our next annual meeting will be greatly improved over that of to-day, and the Fire Underwriters' Association of the Northwest will be recognized as a still greater factor in the advancement and upbuilding of underwriting interests.

One evening last February I was invited to be present at the annual review by the Veteran Association of the Twenty-third Regiment of the National Guard, State of New York. The balconies of the drill hall in their magnificent armory were filled to overflowing with guests. Thousands of electric lights and myriad decorations, chief among which were the flag of our country; the stirring martial music of the regiment band, the gay uniforms, flashing steel of sword and rifle, all made a bright, gay, inspiring scene as company after company marched to take its place in the line. Manceuvre after manceuvre followed in quick succession; the tramp, tramp, tramp, of hundreds of marching feet finally ceased; a quick command and the regiment stood silent like statues of bronze.

At this moment the band struck up a marching tune, and from the outer hall there appeared marching in single file another body of men. They wore the sombre black and white of society evening dress, their tall hats and white gloves making their appearance the more striking. Looking closer most of these men were found to be elderly men, with the gray and white hair of advanced years. But as they marched there was noticed the same erect bearing, the same swinging regulation army step—they were the veterans of the regiment. Before them the younger men were to pass in review. Their line formed, the strains of marching music

faded into the sweet, tender melody of "Auld Lang Syne." Standing thus, the past and the present prophesied the future. Without the one there could not have been the present prosperous condition of the other. So, here in our thirtieth Association meeting, the last but one of the 19th century, the veteran fire underwriter speaks words of wisdom born of his experience for the benefit of his junior co-laborer. Behind the spectacles of the veterans gleam kindly eyes. Let us, the younger members of this Association, remember that we, too, are passing in inspection before our seniors. Their work, too, made ours possible. Let us, each one of us, so live and so work that we can stand the critical test and meet their hearty approval.

(Applause.)

The President—

I stated in my address that we were fortunate in having the opportunity of listening to a paper by the President of the National Association of Local Fire Insurance Agents. The gentleman having so cheerfully consented to be with us on this occasion, it is with no little degree of appreciation that we extend to him a hearty welcome.

Knowing that his remarks will furnish us with much information bearing on the great questions of the hour, it affords me much pleasure in introducing Mr. C. H. Woodworth, of Buffalo, N. Y.

(Applause. Continued Applause.)

THE OPPORTUNITY AND THE RESPONSIBILITY.

Mr. C. H. Woodworth—

MR. PRESIDENT, REPRESENTATIVES OF THE PRESS, AND MEMBERS OF THE
FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

When honored with an invitation to present a paper at this meeting, it was suggested that I discuss the object of the National Association of Local Fire Insurance Agents. My first thought was that so much had been said along this line that anything further would be unnecessary and tiresome. In fact, our friends of the press, and the Managers and field men have been so complimentary, that our hats would be much too small if we did not understand that their friendship and good-will make them oblivious of our weaknesses and limitations. After further thought I have decided to follow the advice of others, and to say a few words regarding our Association and its work.

The object of the Association, as stated in its Constitution, is: "To support right principles and to oppose bad practices in fire underwriting." Along these two lines it is the purpose of the Association to proceed cautiously and persistently, and to act without fear or favor. The intent is to add the weight of the Association to that of yours, and other underwriting organizations, in opposing the evils found in the transaction of Fire Insurance business, and in advocating the reforms which are generally approved by all classes engaged in the business.

Assured of the support of the Managers and field men, we have already proceeded against two great evils.

The measure of success attending the crusade against overhead writing need not be referred to, except to call attention to the fact that the corrected list of companies which say they will not indulge in this pernicious practice, which was issued July 31st, was only a copy of an enactment of the companies against overhead writing. The supreme test is the enforcement of this law, and to that task Local Agents must devote themselves. In performing this duty we sincerely desire the assistance of Managers and field men and we hope it will be heartily given.

At the last meeting the Association took initiative action against the multiple agency evil, and anticipating the same hearty co-operation and support from Managers and field men that we received in the overhead writing matter, we hope for equally happy results.

To avoid any possible misunderstanding of the operations of the Association, I will state that we shall try in all expressions to make our intent clear, and the Association will not juggle that intent for the purpose of convicting or acquitting anyone, neither will the Association accept any interpretation of its utterances that will unjustly reflect upon anyone, or improperly relieve anyone from violations of the spirit of obligations assumed.

For instance, a company having advised the Association that it will not practice overhead writing, we shall not look for any loop-holes in the language used by the company, nor anticipate mental reservations; and as the greater includes the lesser, we shall consider a company responsible for all the acts of its servants. The advice occasionally given our Association, that it should keep all the agents of the United States in the straight and narrow way, is accepted, and will be acted upon to the best of our ability; but we shall not consider that our efforts in this line relieve from responsibility those who make the agents, who educate them and who control them. If a member of the Association is found guilty of overhead writing, we will co-operate with his companies in applying the penalty; if an agent not a member of the Association is found guilty, we shall ask his companies to redress the wrong.

I have been requested to emphasize the fact that the National Association of Local Fire Insurance Agents is powerless for evil. This is so evident to me that it seems superfluous to speak of it again, but in deference to the opinions of others, I again express my positive conviction on this question in the words of my annual address: "The Association can be of great help to the business and to all engaged therein, if it makes proper recommendations to its members and prefers proper requests to the companies. If it exceeds or varies from such a line of action it is powerless, and if it persists in such excesses or variations, it will be destroyed. The enactment of personal, partisan, sectional, ill-considered or unreasonable legislation would be valueless to the insti-

gators, and would, inevitably check the progress and diminish the power of our organization."

It seems to me that no man can reasonably withhold his approval of the Local Agents' Association, but if you find one who cannot see that it is a good thing, say to him what friend Einstein said to the jockey. Upon the invitation of a friend, Einstein attended the races for the first time. He found there a very obliging gentleman who told him which horse was sure to win. Einstein put his money on that horse. As is often the case under such circumstances, the horse carrying Einstein's money came in last. Mr. Einstein, being a man of peace and of an inquiring turn of mind, asked the way to the stables, hunted up the jockey who rode the horse he had picked out for a winner, and laying his hand caressingly upon the jockey's arm said, in most mellifluous tones, "Mein freindt, vat detaindt you?" You may well ask anyone who still opposes the National Association of Local Fire Insurance Agents, "My friend, what detains you?"

A prominent Manager of a large and well-established company, in writing to one of his agents, has said, "The business in my office this year, as in nearly all others, has been exceedingly unprofitable. The premiums have been reduced, and the losses up to date do not bid fair to give us a year of profit. I have never worked as hard in my life and have never felt as little encouragement. The business is scarcely worth continuing."

The report of 59 leading companies to the Insurance Department of Georgia, shows that during the first six months of this year the said companies expended over five millions of dollars in excess of their total income.

A large number of agents throughout the country, and an especially large percentage of those doing business in States where it has been adjudged unlawful to maintain uniform rates are in a life and death struggle for existence, harassed on all sides by unjust legislation, corrupting competition and the trust broker.

These things suggest to me that this fraternal gathering may be an opportunity to discuss something practical that will help to keep agents out of the poor-house, that will make it possible for companies to continue in business, and that will preserve the occupations of field men and Managers. Will we not be held responsible in the final accounting if something is not considered to-day that will rescue us all from the dangers that encompass us? The battle between the forces of destruction and preservation is on, and it is time that everyone in the business should line up on the right side. The agents appreciate their peril and their duty, and with proper opportunity, equipment, and encouragement will not be found wanting.

A discouraging thing for Local Agents is the practice of a few field men and Managers of writing grudgingly upon a risk when it is controlled by the Local Agent, and manifesting an uncontrollable appetite for the same risk when they have a chance to secure it in a

schedule form from a broker. A small amount at local tariff rates is all they will accept upon a risk from the agent, but when offered by the broker they swallow the whole line at any rate. The jugglery by which the new rate sometimes becomes the tariff rate, and the frequent offer to allow the Local Agent one-third of his usual commission on one-half of the former premium, may prevent explosion, but will not remove discontent. Such dealings are satisfactory evidence to the assured that his trusted friend, the Local Agent, has robbed him and that the broker has rescued him from a den of thieves. The agent is thus disgraced and the broker's hold on the business is firmly clinched. One count in the indictment against Trusts is the discrimination in prices made by them. Our enemies may well say that such discrimination by Managers in favor of trusts, syndicates and monopolies, is evidence of the existence of an insurance trust. The excuse for this kind of rate-cutting, "That the other fellow was just going to," is not worth considering. The excuse that it was done "To save the business to the Stock Companies" is not sufficient. It were better that the Mutuals had the business than that loyal agents should be disgraced and embittered, and that so keen a weapon should be presented to those that contend that the ratings made by companies are not equitable. The one reason that the practice can be used as evidence that the companies are giving lower rates to Trusts than to owners of individual property, should be sufficient to cause its discontinuance. We must give our lowest rates to individuals, to independent firms, and to independent corporations, if we expect Legislatures to allow us to make rates at all.

Present conditions demand more uniform, consistent and systematic methods of rating than generally prevail. Efforts to classify the business and compile records of losses and premiums upon each class for the purpose of finding the fire cost, which is the necessary basis of equitable rating, should not be abandoned. If companies will not join in a general and comprehensive work of this kind, they should at least take it up in the Anti-Compact States, for no uniform rating is likely to be permitted there unless based upon actual data, reasonably complete and entirely intelligible. If such work is not in accord with the functions of the Fire Underwriters' Association of the Northwest, is it not advisable that the Union and the non-Union Companies appoint committees to jointly plan and put in operation a system of classification and records which may be used as a basis for uniform rates—where such rating is permitted by the State—by such companies as may choose to use them? Where the use of such data for making uniform rates is not allowed by the State, it might be used as a basis for each company to establish its own danger-line. The classification should be as simple and as easily to be understood as possible, and the information compiled should be open to all and published at stated periods. The interest of the policy-holder in the fire waste and his need of equitable and uniform rates, can be brought home to him by such data.

In some of the Anti-Compact States, at least, it is probable that such work would have to be done by Local Agents under such guidance and supervision of Managers and field men as may be necessary, and as may be permitted by State authority. All of us probably agree that there is too much ignorance and misinformation prevalent regarding our business, and that it is imperiled thereby. The classification of hazards and the records of premiums and losses thereon, would make a good text-book to use in overcoming this condition. From information at hand it seems that educational work is considered by Managers generally to be a function of Local Agents; and property-owners and voters are more likely to listen to agents whom they know, than to strangers or to those who are more directly connected with the companies. I am confident that our Association will do what it can directly and through the State Associations along educational lines, provided it is assured of your hearty co-operation. This seems to be an opportunity and responsibility that should not be disregarded.

My observations at the conference of Governor Sayers not only impressed me with the gravity of the insurance situation, especially in the States where the hostility to Trusts is most aggressive, but also with the evident possibility of relieving our business from the effect of such hostility. In addition to the Governors and Attorneys-General, there were present at the conference Congressmen, Judges, State Legislators, editors, and other prominent citizens, and I think that we should consider that their views fairly represent the sentiments of the people. But one speaker in the conference spoke unjustly of insurance companies, and his reference to them was received without applause by the audience. In private conversation the members expressed sympathy for the Local Agents and evinced a willingness to treat the companies fairly. From these indications it is not unreasonable to suppose that there is a possibility of obtaining some mitigation of the hardships prevailing in those States. We should not hope, however, that this can be done unless the matter is handled courteously, fairly, and openly.

The educational work should begin with the agent, as all will admit. A State official at St. Louis said in conversation, "If insurance is not a Trust, why should a Local Agent say in reply to the question, 'Why is my rate 1½ per cent.?' 'I don't know; the Insurance Trust makes the rate.'" Another interesting item on this point is the fact that the Governor who has prosecuted the companies most unrelentingly, is himself interested as partner in a local agency.

Since this paper was prepared I have learned that some months ago the agency with which this Governor is connected resigned all of his companies but one, and that one is a company that often thanks God that it is not as other companies are, is fond of telling its colleagues what they ought to do, and declines to co-operate with other companies as a rule. (Applause.)

A few fool-agents can destroy or neutralize the educational work

of hundreds of sane and honorable agents. One premium-snatching field man can appoint enough incendiary agents in a State to drive us all out of the business. When we contemplate the fact that one greedy Manager or field man can, in a State where rates are being maintained without agreement, wipe out a million dollars of premiums in a week, we appreciate the danger we are all in and the responsibility resting upon everyone of us. This possibility suggests a tacit agreement, if nothing more, among all engaged in the business, that the man, be he high or low, Union or non-Union, who shall apply the torch to the powder magazine, shall be stripped of his honor and be made to disgorge his foully-secured premiums. It is hardly conceivable that anyone will assume the responsibility of precipitating a rate-war in these storm centers, but if the future develops such an incendiary, let his guilt be established and then, without threats or bluster, pass the word along the line and let the shrinkage in premiums begin and be continued at every agency of his company.

Rates will continue to shrink and losses and adverse legislation to increase, unless there is a halt in the appointment of incompetent and vicious agents, and unless the number of those of both classes, which are already in the business, is considerably reduced. All the powers on earth cannot secure a general enlistment of Local Agents for the preservation of the business while companies are to be found who limit their agents in a given field to the number of men they can induce to accept their supplies, and who will write business located anywhere for anybody. Agents cannot enthusiastically lead a forlorn hope against the enemies of the business while Managers and field men are pouring into the agency ranks a deadly cross-fire from flank and rear.

Not long ago there might be seen on a prominent street in a large city a sign reading as follows: "M. Wall, Pants and Insurance." Such agency appointments do not elevate the business or encourage agents to fight for their companies' interests.

In considering inimical legislation, we should not overlook the fact that when State officials talk agreeably, or even favorably, it does not follow that they will take the initiative in placing the insurance business in the right light before the people, nor in efforts to secure the legislation we need. Statesmen are all politicians, and politics is a business that keeps anyone who is engaged in it so busy in trying to satisfy his supporters that he has little time and strength to devote to matters that will not affect his political future. This is not a criticism of men in office or of those seeking office; it is simply a statement of conditions that prevail and that will continue until we all become angels. This being the case, if the legislative needs of the business are secured, it must be through the constituents of legislators, the Local Agents, and the necessary legislation cannot be obtained by a few agents even if they are the best in the State. It is numbers that count in politics, and there should be an organization in each

State, including all the agents therein. We think our Association is adapted to the work of opposing restrictive and destructive legislation, and hope, that unless a better organization can be formed immediately, our services will be accepted. If we are to do this work we shall need your hearty and practical assistance. Our members have neither the time nor the means to thoroughly canvass for membership, and it is very difficult for us to reach the village and country agents who are a power in politics. Here is the opportunity of field men. Their other duties bring them in touch with all the agents, and none so well as they can explain to them the purposes of our Association, and so well impress them with the fact that it has the approval of both field men and Managers.

The present era of good feeling which you have brought into existence by your prompt response to the requests of Local Agents, and your hearty recognition of our Association, presents the golden opportunity to add to and to strengthen the bond between agent and company. If you accept the opportunity you will justly be honored for the happy results sure to follow; if you decline or neglect the opportunity, you assume a grave responsibility. If promises are not forgotten, if agreements are kept, if incendiary methods are avoided, if corrupting competition is decreased, if co-operation is continued, it will be well for all of us; if not, it will be ill for all of us. Do you ask, has not the agent some responsibility also? He certainly has, proportionate to his ability and power. The greater ability and all material power being vested in field men and Managers, their responsibility is manifestly much greater.

As illustrating the relative responsibility of those engaged in the business, I will relate three incidents: Some time ago a non-Board company, finding itself on the verge of bankruptcy, re-insured its small business in a greedy millionaire company. The latter demanded that the Local Board in a certain town should give it the exclusive right to renew the business acquired of the bankrupt concern—which had been secured by it from loyal companies at cut rates—at any rate the re-insuring company chose, and said if this was not granted the company would go out of the Board. The companies that had lost this business because they had acted in good faith must give a competitor under the same obligations as they, exclusive right to it or accept the alternative of a rate-war, with a consequent loss of say half a million dollars in premiums.

Some months ago a Special Agent asked a Rating Bureau to reduce the rate on a special hazard. The Rating Manager advised him that it was contrary to all rule and precedent, and that if the reduction was made it would help the Special Agent to rob another office of the business. The Special's response was that if the Rating Bureau did not help him in this matter he would close it up in a week.

The 'steenth agent of the "Hoggett Insurance Company" in a large city attended the meeting of the Local Board for the first time, and

during the discussion of a general proposition which would not affect him or his company especially, made his maiden speech in opposition to the measure in the following language: "Mr. President and Gentlemen, me and my company ain't a goin' to stand it."

Responsibility depends on a man's knowledge and power. We can laugh at the threat of a little agent. We are alarmed by the threat of a Special Agent. We are compelled to submit to the unrighteous demand of the company Manager.

It may be said, to sum up the present situation, that the Fire Insurance business is in a critical condition, and that Local Agents are in the greatest immediate danger. The blame for the present status need not be considered except to note that it attaches to all engaged in the business. All being practically agreed upon the remedies, mutual helpfulness and co-operation among all classes engaged in the business are required in applying them. The National Association of Local Fire Insurance Agents volunteers its services. The opportunity and responsibility are yours.

If to any man my appeal seems too imperative, let him consider that I occupy a position unsought by me, and burdened with duties that I would gladly resign to another. I love my business and love all engaged in it, and it is because of this love that I do not ignore the faults of my fellow agents, nor the duties of those occupying higher positions. We stand here to-day on common ground, facing a common enemy, who is entrenched behind every human weakness and every incentive to human greed, and I would be false to the trust imposed upon me by God and man if I neglected this opportunity to speak the truth, as I see it, without reservation or limitation.

(Continued Applause.)

Mr. Frank A. Vernor—

Mr. Chairman, I move you that this Association, by a rising vote, express their thanks to Mr. Woodworth for his very able and earnest paper.

Seconded. Motion carried unanimously.

Upon motion of Mr. Frank A. Vernor, duly seconded by Mr. E. V. Munn, and carried unanimously, the meeting stood adjourned to 2:30 p. m.

AFTERNOON SESSION.

2:30 p. m.

Meeting called to order by the President.

The Secretary—

Gentlemen, at the suggestion of the President I will now read my report which I mislaid this morning.

REPORT OF SECRETARY.

1898-1899.

Fire Underwriters' Association of the Northwest.

September, 27, 1899.

Membership at convening of meeting, 1898.....	540
Admitted at 1898 session.....	49
Total.	589
Deaths since 1898 meeting.....	9
	580
Resignations and delinquents.....	42
Present membership	538

Respectfully submitted,

D. S. WAGNER,

Secretary.

Mr. Otto E. Greely—

I move that the report of the Secretary be accepted and placed on file.

Mr. H. N. Wood—

I second the motion.

Motion carried unanimously.

The President—

Before proceeding with the program as arranged for the Afternoon Session, I will name the Committee to Nominate Directors for the coming year:

COMMITTEE TO NOMINATE DIRECTORS.

Walter H. Cobban.

W. R. Townley.

J. O. Lee.

E. S. Wheeler.

C. L. Andrews.

It is proper that this Committee be ratified by the Association and a motion to that effect will now be in order.

A Member—

I move that the Committee be ratified by this Association.

The President—

If there is no objection, it will stand approved.

The President—

The first paper on the program this afternoon is entitled, "Anti-Trust Agitation, and the Highest Duty of the Underwriter."

Up in the great Northwestern territory is a man who commands such unlimited respect among his associates that he has been twice honored with the Presidency of the Minnesota and Dakota State Board of Fire Underwriters.

Mr. Otto E. Greely, Adjuster of the Phenix Insurance Company of Brooklyn, is well equipped for the subject in question. His address before a legislative committee of his own State during the last session of that body, is a warranty that he has something instructive for us at this meeting. Knowing that we are all particularly interested in this subject, it affords me great pleasure in introducing Mr. Otto E. Greely of Minneapolis, Minnesota.

(Applause.)

ANTI-TRUST AGITATION, AND THE HIGHEST DUTY OF THE UNDERWRITER.

Mr. Otto E. Greely—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

The law of evolution, like the plow which turns the furrow, is constantly breaking new soil for future development.

At the present time, new economic conditions have presented themselves and the commercial and industrial world are busily engaged in a discussion of what is best to be done in the matter. In the general turmoil and war of words, the business of insurance has somehow got in the midst of it and is being used as a target for rifle practice from all sides.

The underwriter of to-day is thus called upon to face conditions never before encountered in the business of fire insurance.

Standing, as he should, the embodiment of the principle of protection against one of the most destructive of natural forces, he is at the same time compelled to place himself upon the defensive against the attacks of a public which has constituted him its trustee.

Much of the obloquy which he is forced to endure—much of the distrust and suspicion with which an insuring public generously endow him, are the direct result of ignorance upon the part of the public and possibly the national characteristic desire to get something for nothing.

The average man is not prone to enter minutely into the ethics of a business transaction and is not burdened with an excess of mortification upon finding that he has purchased a commodity at less than cost. He leaves that entirely to the man who does the selling. In the matter of insurance, ignorance as to the real value and purpose of the article bought not infrequently serves to exemplify the old adage of the fool and his money.

For much of the misunderstanding, however, on the part of the public regarding the underlying principles of insurance, the underwriter himself is to blame. He has to a certain extent overlooked the fact that the business of insurance has outgrown its age of knickerbockers—that it is no longer an irresponsible youth, free to wander hither and yon, accountable to but a limited few for its acts, with the “wind’s will” for its purpose.

The business of insurance has reached its age of maturity—is accountable to the public for its behavior and has come into possession of all the inalienable rights and manly privileges of citizenship. It is no longer in need of a guardian, nor is it an incubus upon the public; but an important and valuable working member of the nation’s commercial department.

That the underwriter, to a certain extent at least, has failed to recognize the changed relations of the business of insurance toward the public whom it insures, is sufficiently evidenced in the fact of the widespread ignorance on the part of the people and their legislators regarding the fundamental principles upon which their indemnity against loss by fire depends.

Added to this, the fact that the spirit of competition has in not a few instances so overridden the underwriter’s broader and higher conception of the duties of his position that he has failed to recognize or to acknowledge the necessity of scientific underwriting as an element of successful underwriting, and we are in a position, to a certain degree at least, to comprehend the present lack of sympathy and co-operation on the part of the public at large.

The underwriter, then, is not wholly blameless for the fact that insurance corporations are to-day indiscriminately attacked as trusts, monopolies and the like, and that unjust and injurious legislation is not infrequently the result of honest though mistaken effort of certain legislators to serve the best interests of their constituents.

The business of fire insurance as now conducted is in no sense a trust or a monopoly; and its inclusion in drastic legislation against combinations and trusts which affect the prices or the production of commodities, can be attributed only to the work of ignorant or prejudiced minds.

The prevalent anti-trust and anti-combination sentiment rises upon our horizon like the threatening cloud which presages the coming storm; and wise underwriting demands that its warning go not too long unheeded.

In the great and rapid progress of our country, especially within the past thirty years—in the evolution of business methods, in the rapid development of natural resources, in invention—in all things tending to increase production, there have necessarily grown up large accumulations of wealth. Added to this the fact that our laboring classes have been constantly augmented through immigration, and the two extremes of the social problem lie before us.

Labor has naturally and logically enough come to feel that it has a grievance for which accumulations of wealth are in some sort responsible. With the invention of each new labor-saving machine there has gone forth the wail of the laborer that another means of livelihood has been wrested from him. He is no student of economics—he knows nothing of the evolutionary processes based upon the natural law of cause and effect which permeate the life of trade and of manufacture as of man himself—he knows only that he labors for his daily bread and that some vague and malevolent force is gradually making that labor more difficult and more irksome.

He joins his fellow workmen in a combination to enforce a betterment of his condition. He sees no accruing benefit from loyalty to his employer, but looks upon him only as an enemy whom he would crush had he the power; and feels safety only in a union of labor against capital. But he has taken his first lesson in the benefits of combination, and in not a few instances has forced his wages beyond the profit line to his employer. In self-defense against this and increased competition with other institutions of like kind, combination is then resorted to on the part of capital, and the forces which should work together are still at war. Corporations, trusts, monopolies, take the place of individualized capital, while labor unions, anti-corporation, anti-trust, and anti-monopoly associations array themselves as a formidable attacking force. And in the open, between these two warlike foes which have no business to be firing upon each other at all, stands the insurance corporation—the beneficent creation of both yet the unfortunate victim of mistaken identity—being taken by the general public as an enemy to be attacked.

The question of combination has become one of all-absorbing interest and public concern and is a feature in commercial and industrial growth which will not be subject to mandatory rule. At the rate at which trusts and combinations are being formed, it is apparent that nearly all industrial interests of the country will eventually be absorbed in this larger adjustment of economic conditions; and this general consolidation of business interests is approved by not a few of our leading business men and many students of political economy, upon the general theory that the consumer is benefited thereby in the decreased cost of manufacture. At the same time they yet strenuously object to a governmental paternalism which destroys the impetus of individual effort.

Among those who advocate a friendly embracing of the best fea-

tures of combination, we find Dr. Lyman Abbott endeavoring to point out to us a common ground upon which the two forces of competition and combination may work in harmony without destroying the essential principles of either. He says:

"What we need to understand, and what only experience can teach us, is the relation between competition and combination—the one the centrifugal, the other the centripetal force of society. He who believes only in combination, will logically be led to socialism; he who believes only in competition will logically be led to nihilism. Neither of these results can possibly furnish the solution of the problems which now confront us. We must learn how to secure the advantages of combination without destroying the individual; to maintain brotherhood in practical forms without sinking, obscuring or belittling personality."

J. Sterling Morton of Nebraska, ex-Secretary of Agriculture, argues thus upon the question:

"There is much misapprehension as to incorporated capital in the United States. Oratorical vagarists have endeavored to make common people believe that incorporations are not subject to economic laws of competition, and that the relation of supply to demand is not the sole regulator of values. The fact, however, remains that money invested in manufactories or in railroads belonging to corporations, is no stronger, no better and no more exempt from the operation of commercial laws than the money which is owned by individuals. There need be, in my judgment, no apprehension as to the trusts crushing out all competition. What can be accomplished by legislation, or by regulatory laws, I cannot see, nor do I look to such enactments for a remedy of any evils which may grow out of trusts."

President Adams, of the Wisconsin University, in a recent speech defended the principle of combination of industrial force. "What took place," he asserted, "in the consolidation of the telegraph lines, has taken place in a thousand other spheres. The great railroad lines, the steamship corporations, the mining interests, the iron and steel industries, even the department stores, are the natural and inevitable outgrowth of prevailing conditions. The tendency is as irresistible as it is natural."

Governor Roosevelt thus briefly defines the situation: "As a rule, the man who is the louder denouncer of corporate wealth—spelling corporate with a large 'C' and wealth with a large 'W,'—and who is the most inflammable in his insistence in public that he will not permit the liberties of the country to be subverted by the men of means, is himself the very man for whom you want to look out most sharply when there comes up something which a corrupt corporation does really want and about which there is not any great popular excitement at the time." "The proper use of property," he explains, "is to use it as any honest man would use his property in reference to his brother. Its abuse is to use it as any honest man would not use it in reference to his brother, and all that the Legislature, all that our

public bodies have to do is to see that our policy as a State, that the policy of the Legislature and the policy of the nation, is shaped along those lines; and when a measure comes up in our State Legislature it shall not be treated from the standpoint known as 'I am against corporations; ain't going to give them any powers,' or on the other hand, "The corporations—they want this. What will they pay for it?"

"When you have once got taem to take that attitude, it will be but a short time before you see the disappearance of some of the problems with which we are now threatened; it will be but a short time before you see the disappearance, once for all, of demagogic attacks upon wealth on the one hand and of corrupt subserviency to the purpose of great corporations on the other."

In all this agitation, however, the average mind makes no distinction between the conservative and thoughtful student of social conditions and that fanatical element which wildly clamors for an impossible leveling of all classes—no distinction between a legitimate corporation and an illegitimate monopoly; and it is only by patient effort at right education upon the part of those really capable of instructing, that the masses will ever be brought to intelligently meet and reasonably and honorably adjust conditions which are unnecessarily oppressive.

The unreasoning enmity toward and distrust of all capitalized organizations is at present enhanced and taken advantage of by politicians of all parties, each in his own way and for political gain, endeavoring to force still wider the breach between capital and labor.

All political platforms next year will doubtless announce a declaration of a determination to destroy all illegal trusts and combinations of capital, but in such glittering generalities as will enable each individual to place his own construction upon it.

The business man and the property owner will advocate legislation against such forms of trust as will unnaturally limit production and increase the cost to consumers of necessary articles; the earnest student of sociology and economics will see in it an added effort to more properly adjust the forces of labor and capital without at the same time destroying the prime factor in the healthful growth of a nation—individualism in its broader sense; while the anarchistic element will cast its vote with that political party which will most definitely outline a plan for the utter demolition of all capitalized organizations.

Knowing, underwriters, that our business is a legitimate one—one that we have a right to maintain, and in the maintenance of which we are forced into the general war of social problems, our first duty is to learn exactly where we stand—where our defenses are weakest and what the means to strengthen them.

A solution of the problem lies in a proper recognition of the inevitable economic tendencies of the present age and a wise shaping of commercial relations in accordance with them. The most uncom-

promising and severest of teachers is, of course, experience. But much may be mitigated, of suffering and of relapse, by right education of public sentiment.

This will not be accomplished by the sophistries of political demagogues, nor by those theorists who dwell upon the mist-en-shrouded mountain-peaks of theory which are never penetrated by the sun of practicality; but by the honorable, honest workers in the field; and not alone by words, but by living examples of honorable practices on the part of those who stand as representatives of the workings of our present economic tendencies.

And among these representatives there is no greater educational power, both as to theory and practice, than is centered in the business of fire insurance. It affords the highest example of the benefits of wise combination in its effort to bring about a systematic distribution of the cost of insurance; the highest example of healthful competition in the open and honorable competitive system adhered to by all honorable companies. It affords the highest example of the wisdom of co-operation between the great forces of labor and capital. And it is the duty of the underwriter by practice and by precept to demonstrate it.

In doing this he must demonstrate, first of all, that the business of fire insurance is in no sense a monopoly; that it is an outgrowth of the needs of the people and the basis of all commercial intercourse, and that its very life and usefulness depend and are a direct charge upon the public. The situation demands most careful consideration of ways and means. This public sentiment toward insurance corporations as inimical to the best interests of society must be overcome by right education.

In its popular sense, a trust or combination which is harmful to society as a whole, is a capitalized organization characterized by certain elements from which the business of insurance is entirely exempt. The monopolistic feature which aims at controlling the production of articles of necessity—the buying up of all competing factories and interests, the reorganization with largely inflated capital not justified by the actual investment originally made by individual concerns and the pooling of profits based upon this inflation of capital—all are totally foreign to the business of insurance and to those fundamental principles which underlie it.

Fire insurance companies are not over-capitalized, every dollar of capital being in the nature of an actual investment or in the way of securities of the highest order and limited, by the respective States, to a very few classes of security.

In the recent "Trust Conference" held in this city much stress was laid by the anti-trust element upon "special privileges" and "protective tariff" as being the special and primal evils which characterize the illegitimacy and extreme harmfulness of trusts.

In the matter of "special privileges" it is scarcely necessary to assert to this body that no such privileges have ever been granted an

insurance corporation, nor is it within the knowledge of any man present that any such privileges were ever solicited on the part of insurance companies from any Legislature or governmental body.

No system of reasoning, moreover, can ever make it appear that American companies have been clamoring for a "protective tariff" in any form. American insurance companies have not had nor do they ask protection against the competition of companies of other countries. On the contrary, with but one or two exceptions, in the recent effort of several State Legislatures to obtain a discriminatory taxation of foreign companies, the American companies stood firmly and solidly together in resisting the movement. And our country to-day is open to the competition of any insurance company from any quarter of the globe. Nor is there any limit to the number of companies which may be organized and which may compete for the business, from the township mutual to the millionaire stock company. It is altogether impossible, as the history of underwriting has proved, for insurance companies to maintain rates which will yield an abnormal profit for any length of time. Capital is ever ready to enter, and competition, as underwriters but too well know, is always a thorough regulator of profits. In the business of insurance it has been so severe as to have yielded upon underwriting during the past twenty years a net profit of less than three per cent. And there is and has been no pooling of profits, each company striving as best it may to advance its own interests.

Another feature of the trust evil which was made much of by the anti-trust faction in the recent conference, is the lack of legislative requirement to make public, on the part of these harmful combinations, their entire transactions, including the actual value of their investments, their receipts and expenses.

To this as to all other harmful features of the trust, the insurance corporation is diametrically opposed. Public statements of the transactions of all insurance companies have for many years been required and furnished each State. Nor is an item omitted in these statements which is calculated to enlighten the public upon the results of the business of each company—its receipts from all sources, and its expenditures of all money, in losses and expenses, being given in detail. Searching examinations are, moreover, frequently made by experts, in behalf of the various State Departments—and be it said to the renown and the edification of the business of insurance, that with but rare exceptions these statements have been found to be correct, to be honest and trustworthy.

The only combination with which the companies may be rightfully charged and which seems to be at the bottom of all the popular misunderstanding in regard to them, is that in reference to experience in the matter of the results of underwriting. And this effort has been inaugurated through the instance of those high-class and honorable companies who are endeavoring to place the business of underwriting upon the scientific plane to which it rightfully belongs.

Up to the present time, however, even this form of combination—which is purely for the best interests of the public—has failed of public support and is entered into by a minority of the companies doing a general business.

In the matter of life insurance, death is a certain, fixed and ascertained quantity; while in that of fire insurance the loss ratio may be approximated only through the combined experience of companies doing business for a number of years. Thus, while life companies may fix their rates to fit an almost definite certainty, fire companies may only approximate their probabilities of loss; and in order to more adequately approach an equitable distribution of rates and at the same time preserve their solvency and perform the obligation for which they came into being—the payment of losses—they have endeavored to combine their experience and acquire an equitable and scientific basis of rating. And to the application of schedule rating, incomplete though it is from a scientific standpoint, has the public already been benefited, by the better construction of buildings and the introduction of a vastly improved system of fire protection. There has been at the same time an inducement to property owners to reduce, as far as may be, the physical hazard, which in time must of necessity diminish the fire waste.

The element of mutuality of interest, then, is the basic principle of all insurance; and sound indemnity is the commodity which the insurer should aim to secure, by the payment of his premium. No rate of insurance, therefore, can ever be less than an amount sufficient to cover losses and expenses and a reasonable profit upon the capital invested.

Public sentiment is ever back of legislative action, and if that sentiment be based upon an erroneous conception of the fundamental principles of the business, both the public and the companies must suffer.

State legislation and supervision, commencing with a view to protect the people from irresponsible insurance companies, has gradually developed a system of restrictions upon insurance companies, harmful alike to the companies and to the insuring public. First, taxation, then forms of contract and prohibition; even regulation of liability under valued-policy laws and similar restrictive measures. It is useless to affirm that the business of insurance is a private one which does not concern the public. Mutuality of interest demands that the public have the most accurate knowledge of the underlying principles which govern it.

Notwithstanding the vast educational growth among our people in most directions, it is but apparent that knowledge of even the fundamental principles of the business of insurance is totally lacking among most insurers—and I may say and know that most field men will bear me out in the assertion—that many men engaged in the business of insurance have no clear and well-defined conception of these principles.

An underwriter should never apologize for a policy condition. He should explain it. If it is the result of legislative action and reacts adversely upon the assured, as in many instances it does, it is the underwriter's duty to explain the fact and the cause of the legislative action which occasioned the restriction. The Local Agent, standing nearest the public, should be naturally qualified and amply equipped to push forward all educational impulses emanating from the central source.

Another form of education, and one which is quite as important, if not more important, is that which establishes in the public mind a confidence in the honor and trustworthiness of representatives of insurance corporations, as well as of the companies themselves. This can only be established through a firm stand upon the part of underwriters, for correct practices and the highest moral plane of underwriting.

There are two classes of insurance men whose influence, under present conditions, is harmful rather than helpful. One is the theorist—the dreamer, who is constantly seeking to enforce petty theoretical schemes which do not affect conditions, and which but serve to hinder and embarrass the higher and broader effort of those who are aiming at the removal of the causes of adverse conditions. The other is the severely practical man who recognizes no high plane in the business of insurance—no sentiment but one of personal gain—is absolutely indifferent as to his action upon others or upon the future of the business. Neither class aids in the upbuilding of a solid and sound structure for future occupancy, but both materially retard the earnest efforts of others.

Every underwriter is at least not lacking in a knowledge of what constitutes correct practices in underwriting; many, however, are too greatly concerned in resorting to expedients to tide over temporarily unfavorable conditions, to give thoughtful attention to ultimate results. And yet the present tendencies of combination, of mutual helpfulness, of conservation of force and of means, are sufficient evidences to establish, peradventure, the fact that any method of underwriting which is not based upon the strictest probity of action can never achieve but temporary success and must inevitably lead to failure.

We, as underwriters, are accomplishing our life work and each man must build for the future, whether he wills it or not. Let it not be said that we have no interest in the business beyond personal greed; that we have erected a structure that must topple on the heads of a coming generation of underwriters, because of our own cupidity and lack of interest.

In combatting the new and adverse conditions which are pressing upon us to-day, we must go at the matter in no faltering or distrustful spirit, but with an honesty of purpose and a fearlessness in its execution which must force the confidence and the respect of the public and their representatives.

The evolutionary processes of combination and co-operation have uncovered a new soil for our cultivation. Patient effort at right education and unswerving rectitude in the conduct of our business will accomplish much in the field of insurance. The business has come to us as a heritage from honest hands and we must pass it on with clean consciences and unmarred record.

Not, then, to fit his acts to adverse conditions, but to so labor in the removal of causes that conditions may not be adverse to his highest conception of right doing—this is the highest duty of the underwriter.

(Applause.)

The President—

Gentlemen, this paper just read was a very able one and full of sound utterances pertaining to our business. However, we will defer any discussion of this paper for the present and take it up later.

Mr. C. S. Hollinshead—

Mr. Chairman, I can't keep my seat, sir, although, in deference to the Chair, I do not wish to discuss the paper, but I must express the interest that I feel in the subject that has been treated so ably by Mr. Greely, and I was about to make a motion that now that the Treasury of the Fire Underwriters' Association of the Northwest is full to overflowing, that it might be well to take the public into our confidence and disabuse their mind of some mistaken ideas. I therefore move you that the paper be referred to the Board of Directors with power to print and circularize a certain number that may be used in a public way. It is a public paper, and treats of a subject in which the public is interested.

The President—

I do not think there is anything in the By-laws of this Association that provides for such an expenditure on the part of the members. If there is, however, any way possible that we can do this the Chair would be very much pleased, indeed, to entertain the subject in question. If I am in error in my understanding of this matter, I stand for correction.

Mr. C. S. Hollinshead—

The Chair is correct. I recollect a paper read here one or two years ago—a merchant's view of fire insurance, and that the expenditure, the cost of publication, was made by subscription. Am I right, sir?

The President—

Yes, sir.

Mr. C. S. Hollinshead—

That being the case, I will alter the motion, and I would like to have the subject referred to the Board of Directors, for such disposition

of it as they may see fit to make. It is a matter that should be in public hands. There might be a change of title, however, for public use. It might be referred to as Anti-Trust Education and its relation to Fire Insurance, and if thought necessary there might be certain parts left out.

The President—

I think with your motion modified in that manner, Mr. Hollinshead, that it will be properly entertained, and if it is so understood and there is no objection by the members, we will refer the most excellent paper just delivered by Mr. Greely for such disposition of it as they may see fit to give it. We all know it was an excellent paper and, perhaps, while we are upon this subject, it would be well to enter into a discussion of it, if the members so desire. We will be pleased to hear from anyone who would like to discuss the paper.

(No response.)

The President—

The next paper on the program for this afternoon has been prepared by a rising young underwriter from the city of Chicago. Of course, he will rise in the business, or his name wouldn't be Kelsey. "Race," as he is familiarly known, will enlighten us on the subject, "On the Bridge of the Ship 'Underwriter'."

As this particular ship is in somewhat of a waterlogged condition at the present time, we shall expect from Mr. Kelsey something that will strengthen this stranded craft.

Gentlemen, I have the pleasure of introducing Mr. H. N. Kelsey, Special Agent of the Norwich Union Fire Insurance Society of England.

(Applause.)

ON THE BRIDGE OF THE SHIP "UNDERWRITER."

Mr. H. N. Kelsey—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

The title of this paper may be misleading, if not entirely misunderstood, but in view of the practical results recently achieved in so satisfactory a manner by our navy, it may be beneficial to measure the present status of our business figuratively, and practically, at least, from a naval standpoint.

While the metaphor "on the bridge" presupposes the existence of a captain in command, it must not, in this instance, be presumed that he has cut the cable or engaged in any action without the approval and advice of the strategic board. The field man, in our business, is the captain on the bridge; he plies his vessel in the waters of his territory; he comes in daily contact with the various elements and con-

ditions, and touches at all of the important, and many of the smaller ports. His Manager is his superior officer, whose orders are law, and who, in his association with other Managers, constitute a veritable Board of Admiralty.

As we have spoken of the "Underwriter" as a vessel in active service, it is obvious that she is equipped with a first-class engine, but strong though it be, if not constantly oiled and well cared for, it will soon cease to give forth its maximum strength. So it is with the stockholder of the company; if we do not keep him well oiled with dividends and running smoothly, he will cease to give his financial strength. In times of distress soap may be substituted for oil, as promises for dividends, but the crisis must soon be met and mastered or the ship abandoned.

The first requisite to intelligent navigation is a chart which is carefully guarded aboard every vessel, and is the guide indicating the difficult places of passage, storm centers, currents and winds. Not only have such charts been compiled at great cost of treasure and life by individual enterprise, but Governments have recognized the importance of securing all possible data from every source, relative to surveys and experiences. In our business, companies generally have a chart of their experience, but, as a rule, it is carefully guarded within the office of its origin. It is seldom placed in the hands of the field man, and only very recently has there been even a successful move in securing an interchange of information and a compilation of this important data on the part of the several companies. The latter, however, is well under way, and may we not hope the statistics available at present will be compiled by the companies, so far as practicable, which will materially strengthen them with the public and enable them to demonstrate some basis of definite cost price for their policies, and emphasize the money-losing risks to those engaged in their selection.

Re-insurance should be to our business as a lifeboat to a ship. It has just as legitimate a function, and what a providential provision if a company indulging in excessive re-insurance should share the same sudden fate as befalls the occupants of an overloaded lifeboat!

The man at the wheel must avoid all rocks and shoals and keep a close lookout ahead. Unfortunately in our business, we have no binocular. The beyond is all a matter of speculation, but the man who takes into strict account the dangers which have been encountered, and applies his knowledge in avoiding like dangers in the future, will accomplish much in insuring safe sailing. The Manager, the field man and the agent who do not avoid the shoals of writing unproductive and unoccupied buildings, accepting risks where titles are in dispute, or where there is mortgage and litigation, or property far removed from the agency and never seen, or who permit prohibited articles kept on premises without notice, who grant excess insurance to value, or additional insurance without notice, or who do not investigate the standing of persons to whom policies are delivered, will certainly beach

their company, and while, by dint of hard pulling, they may be able to reach smooth waters, there are many impressive examples of companies left high and dry on the sands of reckless underwriting.

Experience to the underwriter is as the lighthouse to the mariner. There are many theories in underwriting on which there is cause for honest differences of opinion, for the reason that some of them have been tried with various results, but it is questionable if we have profited as we should, in the light of changes in the past which have marked epochs in our business.

To-day, in the States comprising Western territory, about one half have enacted laws which absolutely prohibit the use of the machinery, the securing of which has cost the companies much time and money, necessary in arriving at a proper and equitable rate to be charged on various classes of property. In this day of trusts, and of anti-trust legislation, it is a singular fact that fire insurance companies practically alone have suffered as a result of such legislation, notwithstanding the fact that the alleged organization of the companies is the least offensively planned, and from the nature of its business, is most essential to co-operation. The trust, so-called, of the type recognized as vicious to public welfare, is combined for selfish reasons in "direct and immediate restraint of trade and commerce," having secured the control or monopoly of a given product or commodity, organized and over-capitalized, with a single individual, a veritable dictator of arbitrary prices, at its head. How different is the alleged trust in fire insurance! Competition with us was never so great, nor rates so low. Instead of consolidation we find an isolation of interests. Fire insurance is in the *interest* of trade and commerce, and is its handmaiden. There is an association only of individual corporations, bound by moral obligations alone, which deal, as individual companies, with individuals and individual risks. There is no such thing as a wholesaler in our business; no securing of risks in job lots or bulk purchases. It can only be conducted on a strictly retail basis, each separate risk being considered on its own merits at a rate which has been specifically measured by a trained, disinterested and impartial expert. Fire insurance rates are made not only with reference to the securing of a small profit, but with special reference to the protection of the public at the lowest cost, and the distribution of the insurance tax, equitably, as between individuals. It would be a physical and financial impossibility for an individual company to ascertain, with the same care and justice, an equitable rate as is done through the co-operation of the companies sharing and participating in the work and the cost involved. Again, the policy of the largest stock companies is more aggressive in the direction of reducing rates than any law yet put in force to secure such a reduction. While insurance rates have yielded but small profits, the companies have oftentimes borne large deficits. If the insurance business in this country was dependent upon unstable

rates or was conducted under the parental system prevailing in some parts of Europe, and as now being agitated in Glasgow, Scotland, this would not be the case, as rates would be advanced as the losses increased, resulting in an indefinite cost or consequently fluctuating indemnity, thus changing the safe insurance principle and equation, so essential in commercial transactions, of definite cost, definite results, to indefinite cost and indefinite results. The public are made acquainted with the standing and condition of the companies through their published statements required under oath. Are not these statements unfair to the companies, in giving apparent proof to the people that our rates are ample to secure fair profit? Should not the profits from securities and investments, and those derived from strictly underwriting transactions, be given separately? Taxes, in general, are assessed in a haphazard way, often as a matter of guesswork, with very little intelligence, and a great deal of chicanery. The people would hail with delight a distribution of State and local taxes, based on an honest measurement of values as is employed in the making of fire insurance rates.

Fire insurance is protection, and must not only meet current losses, but store up funds to meet special disasters.

The tendency of State authorities to reduce or destroy rates, releases the balance-wheel and automatically competition produces a rotary motion, bringing about exactly reverse results to those which they pretended to strive for. Unstable or inadequate rates decrease income and profits, thus decreasing competition, and leaving the strongest survivors to again raise the price.

The national Government recognized this principle as applicable to railroad rates when the Inter-State Commerce Commission was appointed to regulate freight tariffs, with results equally satisfactory to the railroads and the public. The absence of tariff in our business has in the past, and always will mean, anarchy. This deprives the public of a safe indemnity and protection, and the authority bringing about this condition shuts his eyes to his own future, and to business calamities which may follow, when companies with depleted assets are suddenly called to meet some great loss, as they were in this city in 1871.

The companies have a just cause, and they should lose no further time in acquainting the public with the principles and the necessity for doing a safe underwriting business through the medium of co-operation; nor should they give color to the cry of the politician, by permitting themselves to be robbed, instead of taking a positive stand and resisting the legalized "hold-up" policy recently practiced in one of our Western States, and threatened in others. A retreating squadron never won a battle, but a firm advancing column portends victory. Is it not time to steam up and cease being carried hither and thither by the tides and waves, discarding the old policy of acting along the lines of least resistance, and give some special attention to the

development of a greater rigidity in the underwriter's spinal column? Co-operation is the keel and framework of our business, and no one recognizes this fact more than those who are *not* parties to it, but who are reaping the benefits from it.

Can we not profit something from the spirit of loyalty manifest in the handling of a modern battleship? When it was suggested at Trieste to our greatest modern naval officer, that his men should be escorted by soldiers, he replied, "Aboard the Olympia, from top to bottom, every man is a gentleman." No officer ever gave greater praise or more generous credit to his subordinates, yet few were ever better loved by their men, or more faithfully and efficiently served. The officers are an important factor, but they would be helpless without the gunners and stokers, the men on the deck and down in the hold.

The Manager, field man and agent, each perform functions which may, from time to time, change with the exigencies of the business, but they are, nevertheless, integral factors in the business which cannot be eliminated. We need a more fraternal spirit, more faith, more loyalty between companies, and more confidence and forbearance between Managers, their employes and agents.

The agent is awakening to his powers; he is taking hold of problems which, hitherto, he has allowed others to solve for him; he is thinking for himself, with a view to his own and his company's interest, and is aroused to the fact that he has an interest in the views and acts of his political representative, and must make his influence felt. Through him, the demagogue politician should be made to reap the whirlwind he has been sowing in the underwriting field. What political party ever had a better organization to promote party propaganda, or command a hearing? Have we been afraid to trust it? In the next few years the agent will act with more intelligence and aim his guns more carefully than he has in the past. Companies that have failed to support measures of undoubted benefit to the business in general, and the agent in particular, will be singled out and disciplined through the concerted action of agents who can, if they will, accomplish these results. Remember, we cannot expect our business to rise higher than its source. One poor agent can do more to the detriment of his companies in a minute than the combined strength and system of an office can accomplish for good in a day. The procrastinating, indifferent, careless Local Agent is now enjoying his halcyon days, but they are numbered. He is the barnacle that fouls the progress of our business, for he lowers the record of everyone connected with him, and reflects suspicion on his associates, and at the first convenient dry-dock he will be scraped off. On the other hand, the conservative, aggressive, brainy Local Agent is the hope of the profession, for on him, in the very near future, may devolve not only the making of rates for his individual company or companies, but many other duties, constantly evolving in the ever-increasing scope of our business.

The Local Agent who keeps his feet on the sidewalk during these days of over-production of insurance ventures, serves faithfully and conscientiously his old alliances, and is not led astray by temporary inducements, will find that he has been banking on the future with satisfactory results. Granting that no one policy can wisely be pursued for all time and under all conditions, assuming that the payment of an increased commission be generally adopted as a matter of necessity, to protect, secure or save business, the agent may rest assured that it will be but temporary. It is not possible for an insurance company to squeeze more than one hundred cents out of a dollar. When it becomes apparent that expenses are too high, and in the face of the fact that the larger part of the present expenses go to the agent, he may figure, with certainty, on the eventual settling of expenses to a normal ratio. It is a lamentable fact that, at present, in business, money talks, and comparatively few are in it, willing to fight the battle for principle or sentiment. During these days you cannot catch fish with your bait in the boat.

Another curious phase of our business is exhibited in looking at it from an economic standpoint. In trade relations, large supplies insure low prices, while small supplies insure high prices, but in the fire insurance business, in large cities, where the supply of property for insurance is more plentiful, insurance companies are generally found paying the highest prices for it, while the reverse is true in smaller places. The result is, that in large cities the agent, who formerly worked for a lower commission and had his business direct, is reaping smaller profits on the high commission of to-day, and is paying of his substance to an army of middle men, leaving him far less as a profit than he realized under the lower rates of commission. In the smaller towns, as in the larger cities, the insurance agent was a recognized character, distinct, a man who carefully served his companies, and intelligently handled his patrons. To-day they are, proportionately, as numerous as hotel runners at the average railroad station, and many of the "new make" about as solicitous and discreet. The result is, that the legitimate agent is daily seeing his income reduced, his former position of some dignity, standing and trust prostituted, and vicious practices resorted to among his competitors. If the legitimate agents and the companies as well, will not take some measures to restrict and confine the writers of insurance in localities to a number proportionate to the population, sufficient to guarantee a fair compensation to those participating, the business will deteriorate, the profits become more uncertain, and we will blush with shame when we give our calling the name of a "profession."

Our compass is boxed by the rate; it is our North star, and its essence is the one fixed thing in our business. The 100 points in our compass (instead of 32, as in the mariner's) are divided between cost or loss, expense and profit, and when the total of these component

parts exceeds the 100 points of our compass it is self-evident that our calculations are at fault and the vessel in peril. Their numerical proportionate points are self-adjusting, but a given increase on one or two of these integral parts correspondingly decreases the other. To apply trade laws, we must equalize the desirability of the various classes of business, making all equally profitable, or we must ascertain the proportionate worth of the various classes as they now exist. Good and bad eggs will not keep company on the market reports. The middle man is the controller, not of many small, good risks, but of a few large and generally questionable ones. Rebating, primarily, is the fault and weakness of the agent, not of the commission.

Managers are gradually drifting from their old functions of superintending the practical phases of the business into a more general, executive position. Their duties are constantly becoming more complicated and intricate, and they are obliged to frequently ascertain and readjust their bearing and calculations. Much time and thought are devoted to plans and conferences, in adopting new methods to be pursued in handling the many emergencies which constantly arise, for their own, and for the general good of the business, and, incidentally, for the "doing up" of their competitors in particular; in the latter, however, have not their operations been too generally conducted with disappearing guns, and by the use of smokeless powder?

In fleet maneuvers, what would be thought of a Board of Admiralty which kept its code locked up in its individual chest, and sent its captains out without a copy, or even an official list of the make-up of their squadron, or who would allow agents of other powers on board their boats and permit them to recruit for special services, and for such to pay a larger hire to their seamen? Would it not strain the loyalty of the best, and result in absolutely winning over the more mercenary of the men? What would become of the officer who would not co-operate with the fleet, or who would turn tail in the face of the enemy, or who would not give loyal support to the officers and crew of a loyal sistership that, perchance, was built in a foreign shipyard?

There is an old maxim which reads that "The country is happiest which is governed the least," and would not the co-operating companies' interests advance if there was less tendency to govern and regulate every hook and crook of the business, leaving many points which are matters of obligation open to individual judgment? Many representatives of this class whose word goes unchallenged, personally, and whose moral tone is generally sound, are at least strongly imposing on truth, with a view to serving their company and their personal interests as company representatives. A strange fact is, they adopt the peculiarity of the ostrich, and apparently believe that because their words hide the head of truth, the great body of their every-day practice is not revealed.

There is not a profession or business that, in its healthy and true condition, stands higher from a moral and trade standpoint, than does the business of Fire Insurance. To properly discharge its functions calls forth the highest instincts and character with which man is endowed. The levying of a fair, impartial tax intelligently, the custody of funds which are practically held in trust to meet individual emergencies, and to distribute the same according to the merits of each claim, together with the diversified and numerous specialties, the gratuitous services rendered to the unfortunate and to the public in general, is a high calling, one that challenges and calls into action, in the performance of these many functions, all the power, brain and muscle of the best of men, and of such, we are proud to say, we have many with us.

Our vessel is storm-tossed. She is creaking and straining. Her defects and weaknesses seem to threaten her every minute, but they are well known to her officers and men. It is time for action, for testing the wisdom and courage of the entire ship's company. Vigorous measures may possibly be resorted to, and self-sacrifice to the general good may be necessary. Mutiny at such a time would be greatly deplored, but should it appear, must be summarily dealt with. We may rest assured that there are enough loyal hands and hearts aboard our great vessel to bring her safely through. We are all more or less chastened by adversity, and let us not forget that the last storm is always the worst. The dawn of the morning will find our ship "Underwriter" standing out against the skyline of experience, more majestic, more beloved, and though manned by a smaller, yet by a stronger, better crew.

As the vessel's log recounts the incidents of each day's experience, be the weather fair or foul, so it is in this spirit the writer contributes this paper, reflecting his observations from the bridge of his underwriting experience, realizing full well that he has not plied the waters so long, nor so extensively as many of his associates, but in compliance with the request of our President, cheerfully contributes his humble part to the great log of the Underwriters' Association of the Northwest.

(Applause.)

The President—

Gentlemen, I trust you will remain. We have made a slight change in the program. Mr. Dearth is not with us this afternoon, nor will he be, but I am sure that if the members will remain a short time longer they will not be disappointed. The paper as given us by Mr. Kelsey contains cold facts and it is a very good paper to discuss at this moment. I notice that Mr. Hewitt gave particular attention to Mr. Kelsey's remarks, and we would like very much to hear from him upon this particular subject.

(Applause.)

Mr. Chas. A. Hewitt—

Mr. President and Gentlemen: I appreciate very highly the honor accorded me, but it will be impossible for me to say anything especially interesting on this question. Like all of you, I enjoyed Mr. Kelsey's paper and should like, if I could, say something of interest, but having just received word of the serious illness of one of my five subscribers, I am obliged to leave at an early hour. I thank you.

(Applause.)

The President—

Are there any others present who would like to make remarks upon this most excellent address? If so, I would be pleased to hear from them. If not, we will proceed with the program.

(No response.)

The President—

These annual gatherings could hardly be complete without an occasional address bearing largely upon the subject of insurance, from the pen of the Honorable A. H. McVey of Des Moines, Iowa. He willingly consented to impart to us at this meeting his idea and conception of "Trusts" as relating to Fire Insurance, and I am sure those of us who are fortunate enough to enjoy the privilege of listening to his paper will be amply rewarded.

It is with great pleasure, gentlemen, I have the distinguished honor of introducing the Honorable A. H. McVey, of Iowa.

(Applause.)

TRUSTS.

Honorable A. H. McVey—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

My theme is a homely one, about which the flowers of Rhetoric do not flourish.

In the treatment of the subject which I have chosen, I have no personal theory to promulgate or thesis to maintain. My object is to examine into causes, as well as to observe and record existing conditions, and their logical tendencies, in so far as they relate to economic questions. I intend to state facts, not theories.

Of all potential influences which have affected the race, and especially that part of it which lives under what are called civilized conditions, economic agencies have influenced it most.

It is almost impossible to now realize that within the memory of men now living society was without steam-power, railroads, manufacturing plants, automatic machinery, Bessemer steel, telegraphs, telephones, electric power, gas, electric lights, street-cars, sleeping cars,

the cotton-gin, power-loom, spinning-jenny, elevators, office buildings, typewriting machines, stenographers, typesetting machines, photography, iron-clads, dynamite, steamships, steam-power printing presses, agricultural machinery, tools, sewing-machines, chemical and scientific mining, breech-loading and repeating arms, vulcanized rubber, automobile carriages, steam transportation, liquid air, daily newspapers, chemical analysis, fire and life insurance, hospitals, asylums for unfortunates.

Sanitariums, antiseptic methods of surgery and sanitation were unknown, and epidemics were frequent and deadly.

In America, cities, picture galleries, colleges, specialized occupations, corporations, and the thousand and one appliances that make life what it now is, had substantially no existence at the beginning of this century.

The common people of that time were poor, with bare necessities and no luxuries of life, ignorant, superstitious, intolerant, believers in witchcraft, the devil, and a literal hell of fire and brimstone. The educated were bigoted, narrow, untraveled, polemical, given to creeds, skeptical. The wealthy, selfish, ungenerous, founding few institutions for the public good, and lacking in philanthropy. The age was one of homespun, stage-coaches and stay-at-homes.

The absence of modern appliances, methods, and inventions, prior to the commencement of this century, placed life and its economics and methods on an entirely different plane from that upon which it now rests, so much so indeed, that the change wrought is nothing short of revolutionary.

Modern means, improvements, methods, civilization, have come to stay. It may not be unprofitable to inquire by what agencies we have arrived at our present vantage ground, and to what point we are certainly tending.

The inventor and the capitalist have been the great factors which have wrought this revolution from weakness to power, and built upon the ruins of the last age the astonishing successes of the present. With the invention of the steam-engine, labor was multiplied tenfold, and in some instances a hundredfold; with the railroad came distribution of food and product, and a thousand avenues of employment were opened up to labor and capital hitherto unknown. We now have in the United States alone 240,000 miles of railway, costing about eleven billions of dollars.

We have manufacturers with a capital of six and one-half billions of dollars, employing more than three millions of operatives, with an annual product of ten billions of dollars.

The annual products of our mines aggregate seven hundred millions of dollars, and with the aid of modern agricultural machinery, we grow and harvest annually three billions of bushels of grain, all of which is distributed to consumers by the means of steam transportation at one-tenth the former cost, and to persons and places hitherto impossible,

and we have thus filled the mouth of hunger, and banished famine and destitution.

By the cotton-gin, the spinning-jenny, and the power-loom, the world is decently clothed with half the labor and at one-fourth the former cost. By the invention of Bessemer steel, railway, ship, and bridge building have been revolutionized, and the uses of steel extended to undreamed-of purposes, at a rate of one-eighth its former cost.

Gas and electricity have changed night into day, and thus have added infinitely to our comfort and safety, increased our hours of usefulness twenty-five per cent., and changed the dark and dreamy nights of winter into a season of joy and gladness.

Automatic machinery has made a skilled mechanic of every hand and thus dignified labor by enabling any man to join the great industrial procession in its onward march to its ultimate goal.

Breech-loading and repeating arms, iron-clads, and smokeless powder have made war more improbable, greatly reduced its duration, lessened its inhumanities, and have brought man nearer the day when "spears shall be turned into pruning-hooks, and swords into ploughshares".

We have annihilated time and space, have far outdone the pretensions of Puck, and have put a girdle round the earth in two minutes of time. The telegraph and telephone have made neighbors of all mankind, and have brought us all on speaking terms.

Sleeping-cars, staterooms, palatial hotels, means of travel and accommodations, have rendered business and pleasure abroad easy, speedy, safe and desirable, and have thus destroyed the isolation of previous ages and fostered intercourse among mankind, to the great advancement of unity and peace, commerce and prosperity.

Our power-presses have placed a book in every man's hand. They distribute annually three billions of copies of periodical literature, and have put upon the shelves of our libraries thirty-five millions of volumes.

Our life and fire insurance companies employ a capital of many hundred millions of dollars, and have placed the calamities of fire, accident and disease upon the broad shoulders of us all.

Out of the savings and benefactions of this inventive and so-called materialistic and utilitarian age, have been built palatial hospitals, asylums, sanitariums, reformatories, for the sick and unfortunate; colleges, universities, museums, libraries, picture-galleries, gymnasiums, schools, churches and endowments, for the minds, bodies and souls of mankind, at the cost of billions of dollars.

All this and more is known to every intelligent individual, but the practical inquiry is, what conditions have these new forces imposed and by what law are they governed? That the economic conditions of life have been essentially changed is unquestioned; that the laws of the correlation and conservation of forces, and of cause and effect, are as potent in the movement of economic forces as in the natural world is

equally true, though not so well understood or so readily conceded. The causes are the union of invention and capital; some of the resultant effects, present and prospective, I wish now to consider.

The introduction of steam-power and all the attendant line of inventions, rendered at once all progress expensive; old factories must be sacrificed and new ones, with improved machinery, constructed; all the cumbersome appliances of the old methods of transportation were sacrificed, and new methods substituted. These changes required the use of large capital. The small local shop with a proprietor and one man and no machinery, gave place to large factories with many men, large capital and much machinery. The individual alone could not meet the expense incidental and necessary to new improvements and new methods; the cost of progress he could not supply, much less furnish the capital for new and hitherto unheard-of enterprises. Transportation, manufacturing, distribution of products, purchasing of raw material, machinery and banking, required vast capital and united energies.

It became, then, absolutely necessary, in view of these changed conditions, for individual men to associate their capital and energies in these new and enlarged enterprises, because one man could not furnish the funds or assume the risks. Those associations, born of the necessities of those economic conditions, *are known as corporations*. They are a permanent part of our economy. It has been well said, "they engage in commerce; they build and sail ships; they cover our navigable streams with steamers; they construct houses; they bring the products of earth and sea to market; they light our streets and buildings; they open up and work mines; they carry water into our cities; they build railroads, and cross mountains and deserts with them; they erect churches, colleges, lyceums, and theaters; they set up manufactories, and keep the spindle and shuttle in motion; they establish banks for savings; they insure against accidents on land and sea; they give policies on life; they make money exchanges with all parts of the world; they publish newspapers and books; they have harnessed the lightning to shaft and wheel, and send news by the same messenger across the continent and under the ocean. Indeed, there is nothing which is lawful to be done to feed and clothe the people, to beautify and adorn our dwellings, to relieve the sick, to help the needy, and to enrich and ennoble humanity, which is not to a great extent done through the instrumentalities of corporations."

There are of these corporations 200,000 in the United States, and the aggregate value of their property is several billions of dollars, and as time speeds on, their number, uses, and capital will steadily increase.

As the business of these great corporations, capitalists, and dealers developed, those engaged in the same line of business became rivals for trade and custom. The facilities afforded by the application of power and capital to all branches of business, stimulated production, and greatly increased the product beyond demand. Prices were gradually

reduced, wages became lower, and as competition grew sharper and production increased, profits became less, failures often ensued, small dealers were entirely driven from business, and it became evident that competition under present conditions was a master which would eventually absorb the profits of business, and ultimately destroy the very enterprises which proprietors were seeking to build up.

Conservative men cast about for a remedy which would alleviate the destructive methods of competition, and thus relieve business from an intolerable incubus, and restore profits and wages to living prices.

Many plans were suggested, some tried and all failed, until a conference between rivals was called, which ultimately resulted in an agreement that competition should no longer dominate and destroy the purposes and objects of business, and sink the capital invested, and reduce to want its employees.

It was, therefore, ultimately agreed between these rival and contending factions for the patronage of the public, that they would sell at prices which would be a living profit, and to this end reduce production to the requirements of trade and the demands of commerce, and thereby benefit proprietor and employe, and the public. This agreement, born of experience and the present economic conditions, is called *a Trust*—a term maligned because not well understood; but it is nevertheless true that, like most other things which have grown out of the economic necessities of the age, it has come to stay. A vital necessity was thereby met and, on the whole, the proprietor, and employe, and the public have been benefited thereby. Subject to abuses, no doubt, it will yet remain as one of the permanent and most beneficial products of the economic revolution of the century.

We come next to consider other important effects and tendencies which are the results of this great revolution.

Within the memory of middle-aged people, every village had its wagon and carriage shop, its plow-maker, shoe-shop, flour-mill, carding and fulling mill, furniture maker, and perhaps other artisans, all living independently, furnishing their own capital, and for the most part doing their full share of the labor; a little earlier every family carried on spinning, and weaving, cutting and making. All this is changed. Capital and invention have concentrated handiwork into great factories; the village-loom, spindle, mill, shop and factory are all idle, and the mechanic and his sons are now employes of some great corporation, holding a *l'éver*, while automatic machinery turns out a better article at one-third the former cost, and price. These local and individual artisans have ceased to exist, because the great factory and the great capitalist can produce the articles they formerly made of as good or better quality for less money. No man can long continue in business who sells no better, or an inferior article, at a greater price than his business competitor. As the local shop has passed, so will small dealers in other lines certainly follow. The small merchant must soon give place to the large dealer with adequate capital; small margins of profit,

and large sales and economy of management, must in the end govern and control all commercial and manufacturing business. To illustrate: There are within five hundred feet of the center of any city, ten drug-stores, with the rent of ten business rooms to be met, ten proprietors to be supported, ten sets of clerks to be paid, all out of the profits of the business of these stores. To do this a large percentage on the cost of the goods must be added and collected from the consumer, who is the sufferer. One store with one proprietor, with one set of clerks and one rental, could easily do all the business and sell the goods to the same customers at one-fifth the profit now exacted, and the public would receive the benefit. As soon as a competent capitalist appears and sets up such an establishment, the other nine must go to the wall, in obedience to a universal law. The same is true of the grocery trade and many others. Yerxa Bros. now sell most of the groceries retailed in the City of Minneapolis, and their customers are better served at lower prices than ever before.

Suppose a capitalist should equip in any city a meat market with its adequate refrigerators, ladies' parlor, polite help, pure, clean, sweet and attractive surroundings, and should purchase meats by the train load at the lowest possible cost for cash, and give his customers the benefit of reduced prices, and better facilities, it would not be three months until the loud-smelling, filthy, untidy places where meat is now sold would all be closed.

Just such a proprietor is on his way to every important center, and he will arrive as certain as economy, accommodation, lower prices, and better service governs trade. In the large cities the department stores have already developed into wonderful proportions. Under one roof every material want can be supplied, while in some instances they have added to their universal commodity business, the supply of medical, dental and legal wants. In New York, Siegel, Cooper & Company, Wanamaker, and others, have proven that the days of the small dealer are already numbered. In the preparation of food, and in manufactures, the great establishments have reduced to a science, economy of management, and have banished waste; nothing is lost, everything is turned to account.

The law of the survival of the fittest requires that this shall be done, and the same law applies to every business, and will in the near future be rigidly enforced.

The waste and lack of economy in many kinds of business is appalling, and one of the great avenues of waste and lack of economy is the multiplication of unnecessary producers and dealers, who labor at a great economic disadvantage. These disadvantages, waste and lack of economy will eventually compel such business to cease.

In the department of manufacturing this concentration of capital and business has reached its greatest development. In many departments of manufacturing, no small competitor could exist for a year; most lines are controlled by a few men, and no one in his sober senses

would undertake to manufacture many articles that might be named, because the great concerns now manufacture them so cheaply; the market is so well supplied that no small concern could live out of the profits of its sales. The full force of this will be perceived by a moment's reflection and observation. The small proprietor cannot make barbed wire, steel rails, build men-of-war, slaughter cattle, grind wheat into flour, make oat-meal, make starch, soap, and many other things. And why? Because he has not sufficient capital to build machinery, employ experts, buy the raw material, and manufacture it in sufficient quantities, find customers, and sell it at the low margin of profit at which it is now being made and sold, to enable him to live.

And all this is because invention, labor-saving machinery, steam-power, capital, rigid economy and modern appliances are the factors with which every man must now contend, and because every man desires to purchase the most and best for the least money, and therefore the great economic law is established that, taking advantage of all existing conditions, men will make and sell at the lowest remunerative profit and customers will buy where they can get most for their money, and because few men have the training and ability to successfully carry forward a great, or even a small business. This incompetency on the part of would-be proprietors largely accounts for bankruptcies and failures; panics are the settlement days for incompetents.

Business is fast passing into the hands and under the control of the few able and competent men who can successfully conduct business. The great majority of men must be content to work under the direction of their more competent and successful rivals. Modern economics will not much longer tolerate the waste of incompetent business management, and just as fast as competent successful men come to the front their incompetent rivals will be retired, to the ultimate gain of society at large, and the individual betterment of the incompetents in question. And from this condition there is no relief; from this decree there is no appeal. One might as well attempt to change the planets in their courses as to defeat or permanently resist great economic laws. That law is, the best and the most for the least money, regardless of who is in business, or by what trust, corporation, capitalist, or person the article is produced or sold.

Preachers may preach against this law, politicians may formulate platforms and denounce the successful men, trusts, corporations and capitalists, who are but the creatures of the law, but as soon as the preacher leaves his pulpit and the politician the stump, they will both proceed to put the law in force, and render its action certain and inevitable, by buying any article wanted where it can be had of the best quality and for the least money, and it can be only so had by making the condition of its production and sale entirely independent of all considerations for its maker, transporter and vendor.

These factors are responsible for the growth and development of the modern city. Before the age of invention the city was a fortress;

it is now the economic center from which radiates the material power and forces of the nation, and is as well the great heart of art, literature, science, social, moral and religious culture.

During this century a constantly increasing ratio of population has gathered in the cities. The ability of agriculture to produce, and of transportation to distribute, food supplies at a greater percentage of increase than the increase of population, has made it possible and desirable that consumers in cities should increase at a greater ratio than the producers in the country.

With the now agricultural facilities the present number of farmers could feed double the urban population which we now have, and as progress in agriculture and scientific methods are adopted, the proportion of the population engaged in agriculture will still further decrease and the population of the city increase.

Under existing conditions the use of steam, electric power, and capital for the purpose of manufacturing, together with the advantages of distribution afforded by cities, tend directly to concentrate the great factories in the cities, and consequently operators in great numbers come to make their homes in these centers, and the percentage of city mechanics is steadily and certainly increasing; while, on the other hand, the use of improved agricultural machinery has decreased the number of farm laborers, thus increasing the flow of population from country to city.

A given number of people eat but little more now than at the beginning of the century, while the use of manufactured articles has increased during the same period in each family many fold. It is said that the percentage of outlay for food grows smaller as income increases, and the percentage of outlay for miscellaneous articles increases, thus making it necessary for an increasing proportion of population to secure a living from mechanical pursuits. This contingent is constantly drawn from the country population.

The employment of automatic machinery enables inexperienced persons of both sexes to go to the city and become at once efficient help, because the machine does the intelligent work. It is said that the works of a good watch may be made by automatic machinery for sixty-five cents. The invention of automatic machinery makes of every one who chooses more than an equivalent of the skilled mechanic, which tends directly to the increase of city population.

The improved methods of transportation of food from country to city renders famine impossible, and makes it easy to feed any number of people in the cities. The establishment of great department stores in the cities draws population to man them, and depletes country towns where business is thereby lessened; the passing of the small dealer and manufacturer in the country finds him a clerk or operative in the city. Life in cities is more desirable; conveniences abound, educational, religious and intellectual advantages are superior to those in the country; man is by nature gregarious, and the city facilitates

social intercourse. The dream of the philanthropist and novelist of sending back to Eden the inhabitants of the crowded centers, is put to naught by the great industrial revolution that has taken place, as well as by human nature itself; and the new industrial conditions concentrating mechanical production in the great centers of population must ever maintain and increase these centers.

The colonization of new lands and countries will enlarge the food supply, and send a constantly increasing flow of population from country to city. Farm production and farm markets depend upon urban population and the farmer, and all the rest of the world is dependent on the city for most that they have, but food.

Unless the world goes back to homespun, and every man becomes Jack-of-all-trades, the city must continue to grow. Farming, like all other occupations, is governed by economic laws, and men will not engage in agriculture unless it is made to pay, and this can only be done by the constant growth of city population. These conditions are permanent; the iron law of cause and effect will continue to build the city larger and larger. The great economic revolution of the nineteenth century has largely placed the capital, social, intellectual and economic forces in the city, and made it the great center of civilization and power, and from that decree there is no appeal. The theorist, philanthropist, agricultural editor, and sentimentalist will never be able to stop the flow of population to the cities. The city is the most gigantic trust ever formed, and is the logical and inevitable result of the economic conditions of the age, as are other forms of trusts.

Philosophers and jurists are agreed that there are but three absolute rights which belong to man; all others are incidental. These three are life, liberty, and property. Without liberty, life is not worth the living; without property, there can be neither liberty nor life worth the having.

Savages have little property, and as we descend from the highest to the lowest forms of human existence, wealth steadily decreases, and the tribes lowest in the scale of being are entirely without property.

This age of association and invention has entirely revolutionized the creation, accumulation, distribution and uses of wealth.

Mr. Gladstone has said that all the wealth which has been handed down to posterity, produced during the first 1800 years of the Christian era, was equalled by the production of the first fifty years of the nineteenth century, and that as much more was produced during the next twenty years. And Dr. Strong has added that for the enrichment of the world there has been more than three times as much wealth produced during the nineteenth century as during the 1800 years which preceded it.

So great, in fact, is the fixed wealth of the century that no statistician can compute it.

In this country alone we have built many hundreds of cities, thousands of towns, and have converted a half continent from woods, prai-

rie, swamp and plain into farms—a part of the results of the association of invention, capital and energy in the nineteenth century.

This vast increase of wealth has necessarily resulted in the accumulation of vast sums in the hands of the captains of industry, which has been the subject of complaint and vituperation at the hands of political parties, certain schools of industry, socialists and others.

It has been asserted that he who accumulates a million dollars, or other large sum, must necessarily have robbed his neighbor and prevented others from getting that which he has. Never was there greater error. A man who goes into a community poor, and by industry, perseverance and honesty accumulates a fortune, has thereby robbed no man of a dollar, but has, in fact, rendered it easier for every man in the neighborhood to have himself bettered his own condition. The cry of the socialist that the wealthy are growing wealthier and the poor poorer, is not the statement of a cause and its effect; neither is it a historical truth.

The man who grows richer does not do so at the expense of his poor neighbor, but he does so by the economic law of accretion—a law which runs through every form of human effort, economic, intellectual and moral. "To him that hath shall be given, and to him that hath not shall be taken away even that which he hath," is an axiom of economics as well as of Holy Writ; but he who strives, be he rich or poor, will eventually realize that the proverb, "Whatsoever a man soweth that shall he also reap," is true in economics as well as in nature.

We owe more to the benefactions of the rich man of our time than we realize or have been willing to acknowledge. Most of the great hospitals, colleges, eleemosynary institutions, picture galleries, libraries and means for the culture, education and pleasure of the individual, owe their origin and endowment to rich men. During the year 1898 more than \$36,000,000 were given by the rich men of the United States in sums of \$1,000 and over to charitable and public benefactions. And as wealth accumulates in their hands they will be more ready than ever before to devote a still larger percentage thereof to the humanities. By association has it been possible to thus increase wealth, and by still further association in the form of trusts must it be preserved.

One of the most remarkable results of the application of invention and capital to the economic conditions of the age is the marvelous increase of human life. It is certainly true that the actual years of life have been increased by improved sanitary conditions, antiseptic surgery, hospitals, safe means of transportation, comfortable dwellings, and all the appliances of modern civilization, but the practical increase of life is more marvelous still. Time is life, as well as money, and if a man in the last century lived fifty years, a man now lives five hundred years. There is no true test of the duration of life, but by the opportunities afforded for its activities.

The application of electric invention, automatic machinery and modern appliances to the affairs of nineteenth-century life, have

increased these activities, and that which may be accomplished in a given period at least tenfold.

It has been said that there is steam-power at work equal to the strength of five times the number of able-bodied men in the world.

Steam-power alone has increased the ability of man to work more than tenfold, while the productions resulting from these modern appliances has been increased at an equal ratio.

Communication between distant persons and countries has been abridged more than a thousandfold, and time, which is the stuff out of which life is made, has been correspondingly increased. At the beginning of the last century it would have required to travel between Chicago and New York, with much discomfort, at least twenty days, and the same journey can now be made with ease and comfort in a little more than twenty hours.

By the use of modern methods man's power of production, communication, transportation, travel and accomplishment has been increased more than tenfold. The individuals of the race, therefore, can accomplish ten times as much, and consequently men live ten times as long. The great economic gain by the application of these modern methods to the affairs of human life, cannot, in their magnitude, usefulness, benefits and advantages, be fully comprehended, but the fact remains that the annihilation of time and space, the increased power of production and accomplishment, is the most marvelous revolution through which the human race has passed from the days of Tubal Cain until the present. This vast increase in the power of the individual, through these modern appliances and methods, is one of the great elements in the extension of business and increase of production and distribution, and consequently of the formation, growth and management of trusts.

The economic law of association applies with peculiar force and necessity to the business of fire insurance. There are certain fundamental agreements between the companies which underlie all successful fire underwriting, and without which the business cannot be successfully prosecuted.

First—There must be uniform rules of inspection of risks, without which the business degenerates into gambling.

Second—There must be a uniform system of rating, and of rates applicable to each class of risk, which all companies must observe. This is fundamental, without which there can be no justice to the underwriter or to the assured, and a perpetual competitive war be avoided.

Third—While it may seem desirable that each company should fix the commission of its agents, yet there is no way to stop rebating and the consequent demoralization of the business, except to fix uniform rates of commission to agents.

There are at present two obstacles to the adoption and enforcement of these three fundamental agreements:

First—The disinclination of many of the companies to adopt and carry them out in actual business.

Second—The opposition of the State.

If the companies fail to agree among themselves to, in good faith, adopt and observe these three fundamental points of association, a war will be ultimately precipitated which will end only with disaster, and insurance companies, like all else in this world who fail to agree, will be relegated to the law of force—the survival of the fittest—that is, of the strongest.

The opposition of the State to a uniform agreement on the fundamental principles of insurance is born of ignorance and prejudice. The companies have an inherent and fundamental right to inspect, to make and fix uniform rates, and this right they should never surrender. The individual or nation which will not maintain, and if need be, fight for its rights, will find itself a slave; business men who will not do the same, deserve all the punishment they are likely to receive. The companies should demand every constitutional and reasonable right, and, if denied by courts of last resort, should shoulder to shoulder march out of the State, and never return until the obnoxious law is repealed.

I do not share in the alarm which appears to have seized upon the minds of many, and of some who are in temporary official place, on account of the growth of business association. I believe that great economic laws are never a menace, but always a blessing to every people who permit their logical development. The change from the age of homespun, the discontinuance of the small shop and of household manufacturing, to the production of all needed articles by large factories having vast resources, was far more revolutionary than is the absorption of existing methods by the trusts.

It is the same capacity of brain which now attacks the trusts, and prophesies calamity in consequence thereof, that demanded the unlimited coinage of silver at the ratio of 16 to 1 as a panacea for all financial ills, and prophesied dire results unless the demand was complied with. There is no more force, logic, or reason in the one proposition than in the other. Sydney Smith's old woman could no more stem the waves of the incoming tide of the Atlantic with her broom, than can Gov. Sayers and his like, stop the operation of economic forces. Through failure to comprehend economic conditions and laws, or the desire of the demagogue to ride into power by appealing to the prejudice of the common voter, this great economic revolution has been met by determined opposition. Legislators have refused to remove the fetters upon business and capital, which have come down from medieval ages, and instead are grafting upon the present economic system new shackles and hindrances by which the right of corporate contract is abridged, and the territory within which corporations may do business is sought to be limited; anti-Trust laws are placed upon the statute books, unjust and discriminating taxation imposed, strikes inaugurated,

anarchists threaten, socialists preach, and even courts are sometimes misled by the general clamor; and now and again, but with less frequency, the great weight and force of their high judicial decrees are added to the general attempt to hinder, or stem the tide of the oncoming and irresistible revolution; but they might as well legislate, preach, strike and decree against the laws of gravitation, or reverse the law of supply and demand, as to attempt to stop the onward force of the new civilization which, with the aid of invention and capital, and the invincible spirit of the Anglo-Saxon race, will work out the economic freedom which this revolution has decreed, and give to the sons and daughters of Adam that which they never have had before—a world worth living in.

The physical universe is a unit; society is an association of individual units.

When the race was in barbarism, each individual stood alone, and might was right, and war was man's normal state.

When association began society was organized, laws enacted and government was established. I have no doubt many an old barbarian howled around his den, and with club and spear in hand denounced the trust of government which association had established, as an attack upon his barbarian rights, so now much of the complaint against association in business is met with like clamor.

In the attack of the new system, many unfounded assertions are put forth. The claim of agitators and demagogues, that labor is degraded and oppressed, is unfounded. Under present conditions wages have steadily increased, employment is more universal, and the comforts and conveniences of the laboring man have increased a thousandfold. The philanthropist, or economist, who contrasts the degraded and impoverished condition of the laboring man prior to this century with his present condition, with schools, churches, and even colleges, accessible to his children; medical attendance, pure water, and greatly improved sanitary conditions at his command; if injured or sick, a hospital in which to recover, and even amusements within his reach, must be convincing that they

“Wha drudge and drive through wet and dry

Wi never ceasing toil”,

have been greatly reduced in number; and of the infinite blessings which have been conferred by this age of power and association, the laboring man has received his full portion.

Every individual, however poor, shares in the wealth, comforts and prosperity of the community in which he lives, and the poorest man to-day enjoys more of the necessities and luxuries of life without money and without price, than could be procured in earlier ages by potentates and kings, however wealthy.

While wealth in the community is essential to civilization, progress, and happiness, it is not essential that every, or even a majority of individuals, shall be men of means, either as a basis of manhood, or

the greatest usefulness. I heard Henry Ward Beecher say, that the greatest man he ever knew was a mulatto sexton in his father's church, and it is a well-known fact that most of our great men were born poor, as were also our most wealthy.

The inequality between men has been the subject of complaint and comment from the earliest ages. Inequality is a condition of humanity, and is not confined to economical conditions alone.

The most favorable condition a brave and healthy man can ask is that he have an equality of opportunity. The infinite Creator himself has decreed that men shall not be equal. They differ in intellect, in capacity, in will-power, wealth, adaptation, in purpose. Inequality is the spur, the motive, the incentive, without which humanity would sink to a dead level, and ultimately retrograde to the condition of beasts, or imbecility. It is the contention for place and position, for property and luxuries, which give zest, purpose and success to life.

Equality of opportunity, but not of condition, is the watchword of every vigorous race.

Strikes are said to be a menace to present economic methods which, by a trust in labor, threaten the existence of the trusts of capital and invention. This claim has no logical foundation. Labor, like water, must be free, and seek employment undisturbed.

He who ceases to labor to-day will find his place taken by others to-morrow, and the strong hand of courts of equity will maintain this freedom.

Skilled labor can combine with little hope of success. Automatic machinery is more skillful than the best mechanic, and will steadily and surely produce the best that human invention can provide, even when guided by the hand of a novice, under the protecting roof of its owner.

Notwithstanding the almost incomprehensible benefits which invention and capital have conferred upon mankind through their application to the affairs of human life, yet socialism and paternalism are constantly making war upon the present system, although it has conferred blessings innumerable upon the very elements which attack it. And the battle is now on between those who would abolish individualism and create of the State a gigantic and tyrannical trust, and those who believe that repeal and not restraint, and the freedom of the individual affords the only road to the advancement of the race. Modern economic forces want not legislation, but freedom.

Buckle, in his History of Civilization, in speaking of English legislation, says:

"Every great reform which has been effected has consisted, not in doing something new, but in undoing something old.

"The most valuable additions made to legislation, and the best laws which have been passed, have been those by which some former laws have been repealed."

The President of the American Bar Association, in the annual

address before that body, said: "I doubt if in any twelve months since the foundation of our State Government has there been so much legislation. Forty-one of the States and Territories have held legislative sessions. In some of the States the session laws for 1899 fill over 1,000 pages, and the average is much over 500."

"A critical examination of these laws will not only force the conclusion that we are governed too much, but the character of much of the legislation, with its socialistic tendency, its destruction of individuality, interference with personal liberty, encroachment upon property rights, making of the State not only a fostering father, but a nursing mother, will affright every true lover of liberty."

The ancient hand of the socialist, and of paternal methods, is again seen and is still fettering the progress of the individual, and handicapping property. Agitators may resolve and Legislatures may re-formulate into laws medieval decrees, and forge anew the fetters of a by-gone age upon individuals and property, but men will re-assert their manhood and the independence of person and property; and the time is near, if not now here, when medieval ideas and economic slavery will be abolished, and the shackles which have been, and are still being wrought, shall be forever stricken from the limbs of property and effort, and they shall be alike free, to respond to the great economic laws which must eventually obtain. And when that time fully comes, as come it must, it will not be by the bloody hand of revolution, nor emanate from legislative halls, but from the calm and deliberate judgment of the great judicial tribunals, which are the final arbiters of the rights of men and property.

Civilization legislates with as firm a hand, and its decrees are more irrevocable than the mandates of constitutions. Modern civilization has decreed that the great enterprises of the world shall be carried forward by invention and the associated capital of freemen, and the rights of the capital thus employed, and the rights of the private persons who are the owners of corporate capital, and the great enterprises which these corporate interests control and promote, are entitled to constitutional protection. He, indeed, must be blind who cannot see that the constitutions of the State and Nation which protect the private individual in his enterprises, and private property, however limited, must also protect with the same certainty and to the same extent numerous private individuals when associated together, and aggregated capital belonging to the individuals, when devoted, as they are, to enterprises of the highest interest to the people and nation, and without which associated capital the hand of civilization would be turned back a thousand years, and almost every great invention, enterprise and corporate business be left to the tender mercies of the agitator and the socialist, and be imperiled by prejudiced and ill-advised legislation.

It may have been within the province of the imperial government of Rome to dictate to the people of that Empire their contracts, the price of grain, and other commodities, and regulate by the State the acts

of its people in almost every particular. It may be that the Latin race would now consent to have its freedom controlled, its actions abrogated, or directed by a central government; *such is the fact*, if we may judge by the remnant of that race whose capital is not on the banks of the Tiber, but upon the banks of the Seine, and who have put to shame the name of Republic; and have so far humiliated the freedom and manhood of its people, and the independence and integrity of its courts, as to subject them all alike to the government and control of a venal, corrupt, and irresponsible military bureaucracy. Such are the modern fruits of socialism and paternalism. But it is contrary to the spirit of the Anglo-Saxon race, to tamely submit to the dictates of any power, nowever high, which undertakes to prescribe for them rules of action which concern their personal and private affairs, or interferes with the inherent right of property and its owner, to work out for himself life, liberty, and the pursuit of happiness.

The ideals, aspirations, methods and purposes of former times have been in these last days of the nineteenth century sadly shattered. The voice of the mere talking man can scarcely be heard amid the war of modern economic appliances. Mere wind is at a discount.

This age of steel and electricity has given birth to new methods, new thoughts, new aspirations, new plans, and new results.

It is what men do, not what they say, that moves the modern world.

The trust is the child of progress and invention; it inaugurates a new era of economy.

It abolishes the destructive and poverty-producing evils of the heartless competitive system; invention and all the modern appliances of our civilization are its handmaids. The city is its home, the lightning its messenger, and its captains will abolish war and give to the world peace, plenty, and prosperity.

The same moral and business sense that appeals to the wealthy citizen, copartnership or corporative, will and does appeal to the men who are at the head of the great trusts. My observation is that the men who control great financial interests are quite as honest and quite as benevolent and patriotic as those who denounce them.

Society is now in a transition state, while it is passing through the great economic revolution of the nineteenth century.

The evils and crudities incident to a new and untried system will speedily pass away. The attacks of prejudice, the socialist, and the discontented, will vanish in the light of a better day, as the sun smiles away the clouds of the past night. The employer and the employe will eventually be actuated by the spirit of the golden rule. The facilities for production and automatic machinery will cheapen every necessity and reduce the hours of labor, and give to every man what is equivalent to wealth, the command of a large part of his own time. Accumulated wealth will more and more devote its benefactions to the good of the race, and the golden age will be not, as in the imagination of the poets, in the haze of a fabulous age, but an actual realization, to be partici-

pated in, lived and enjoyed, by the men, women, and children of the twentieth century.

(Applause.)

The President—

That completes the program for the Afternoon Session

A Member—

If there is no further business I move we adjourn.

Motion seconded and carried unanimously, and the meeting stood adjourned to 9:30 a. m. Thursday, September 28th, 1899.

SECOND DAY.

MORNING SESSION.

THURSDAY, September 28, 1899.
10 o'clock a. m.

The meeting was called to order by the President.

The President—

I understand the Committee appointed to report upon the address of the President is now ready, and we will hear from that Committee.

REPORT OF COMMITTEE ON PRESIDENT'S ADDRESS.

Mr. Fred W. Williams, Chairman of Committee—

MR. PRESIDENT AND GENTLEMEN:

The statistics of this Association, at this time, show it to be in a flourishing condition, which state of affairs has been brought about through the untiring efforts of not only the worthy President, but also through the able assistance given him by the Secretary, Treasurer and Board of Directors.

It is with pleasure that your committee recognize the thoughtful words in reference to the absence of that loyal supporter of this Association, Eugene Harbeck, and we feel confident of fulfilling the wish of every member of this body, in recommending the appointment of a committee of three, to be named by the Chair, to convey to him the well wishes of the members of this Association, that he may know, although his chair is vacant, his absence is felt, his name not forgotten.

The multiple agency question, so ably treated by President Whitney, we feel to be one of the important material problems of the hour,

and a proper solution thereof will give the companies an opportunity to show, in a practical way, their due appreciation of the loyal agent, to the extent that for good results to the companies, good results must crown the efforts of their agents.

The Local Agents' National Association, now enrolling among its members men tried and true, will be recognized, with the thought that the efforts of that Association are in the direction of agitating questions vital to companies as well as to themselves, thereby drawing closer together the family circle around the same fireside, where honesty of purpose and brotherly love shall submerge the differences which, though resulting from no malicious intent on either side, seem to have crossed their path.

This Association courts discussion of the subjects which come up before it, and the impartial treatment of such questions by the press is directly in line with the intended good, and the interest shown by the full representation from the several journals is very gratifying.

(Signed)

FRED. W. WILLIAMS, Chairman,
D. W. ANDREWS,
R. D. HARVEY,
JAS. F. JOSEPH,
J. W. O'BRIEN.

Committee.

(Applause.)

The President—

Gentlemen, you have heard the report of the Committee. What will you do with it?

Mr. Otto E. Greely—

I move its adoption.

Mr. W. S. Abbott—

I second the motion.

Motion carried unanimously.

The Secretary—

I have a couple of communications here—one from Mr. G. A. Van Allen, of Albany, who is a member of this Association, and sends special greeting and wishes for a prosperous meeting.

The President—

The first paper on our program this morning is entitled, "A Present Duty of the Special Agent."

The gentleman who will deliver this address is so well versed in the duties of the Special Agent that we eagerly await the contents of his paper.

I take great pleasure in introducing Mr. Cyrus Woodbury, of Columbus, Ohio, Special Agent of the Queen Insurance Company of America.

(Applause.)

A PRESENT DUTY OF THE SPECIAL AGENT.

Mr. Cyrus Woodbury—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

Few men who are occupying the position of Special Agent of Fire Insurance Companies have made special preparations to enter the profession, but have found their way into the field from the local and general office, or have been called into the position by some Manager of a company because of some pressing need, or by reason of some peculiar fitness in the individual for such position; and while it is apparently by accident that a large majority hold positions as field men, it has not been by accident that any of them have succeeded. Every field man who has had his efforts crowned with success, has, besides any peculiar fitness for the position, a foundation in a good education, a mind filled with useful information, all the qualifications of a gentleman, honest and industrious, ever mindful of the importance of the business in which he is engaged and which he has made the chosen profession of his life, not being content to simply do the bidding of his employer, but being imbued with that higher motive, promotion for himself and the elevation of the profession. There is an impression that has found lodgment in the minds of the public, that positions in the fire insurance field are filled by those who have made failures in every other branch of business, and that therefore it requires no great amount of intelligence or learning, and this, I presume, is due largely to the fact that the occupation of Local Agent presents one of the most convenient means of getting into business, after having failed in any branch of trade or profession, as it requires no capital and furnishes a ready means of support; and while it is true that many men have entered the profession in this way, and have succeeded to the extent that they have occupied high and responsible positions in the business, it does not follow that they have not gained the high eminence through hard work, close application and an intelligent understanding of the business. It is not true that he who has made a failure of everything he has undertaken, can enter the fire insurance profession and make a success, and it is not true that those who direct these great financial institutions have been failures in every other undertaking; but, on the other hand, they represent among the number the successful business and professional men, earnest students of economics, capable financiers, honorable jurists and distinguished thinkers and writers on subjects that affect the commercial and industrial interests of this country, and we maintain that men of education, broad and intelligent views of all these social and economic questions, are absolutely necessary in the business, with the increased competition and the many new and difficult problems that are being continually presented by the inventive genius of this industrial and commercial age, as well as the acts of the Legislatures of the various States, which are

attempting to correct what they suppose are the great evils in the business. I, therefore, in the discussion of the subject assigned me, "A Present Duty of the Special Agent", desire to call attention to a very important duty that has been neglected by many of us, because it does not appear in the instructions received from our companies, and that is, the education of the insuring public as to the economic principles involved in our business. The field man in the insurance business occupies a very important and at the same time a peculiar position, but one that should fit him for carrying out a scheme of educating the public, for to the Manager he is a confidential agent, his personal representative in all matters that pertain to the conduct of the business in the field assigned him. By him the Manager is brought in touch with the local representatives of the companies and the business controlled and written by them. By him the company is put in possession of all the peculiar conditions in his field and of the needs and necessities of the same. To the Local Agent he is the personal representative of his company, from whom he can, by personal application, get certain concessions and authorizations. Through him the Local Agent keeps in touch with the wishes and desires of his company, and he is the instructor and confidential adviser on all new and important questions that may come up in the business. In fact, the Special Agent is the schoolmaster of the profession. To the public he is the personal director of the affairs of his company, and by him and his act his company is judged. As to how much the public mind is influenced by the acts of field men, is reflected in some of the laws that appear upon the statute books of the various States that have been a hurt or benefit to the successful conduct of the business; also, by the opinion held by the public of insurance men and insurance companies. That there is a prejudice existing in the minds of many people against insurance companies and those engaged in the business, cannot be denied, and that the field men, the personal representatives of the companies, are in a large measure to blame, cannot be questioned. To remove this prejudice and to create in the minds of the public a sentiment favorable to insurance companies and those in their employ, and enlightenment of them as to the importance of these financial institutions and their necessity to the prosperity of the great commercial interests of this country, should be our highest aim, and shall be my purpose in the discussion of this subject. The public are bound to respect the business that is conducted with honor and dignity by those who direct the affairs of the company, with whom they come in contact.

Let us for a moment consider the importance to the public of the business we represent. Fire insurance is an absolute necessity to the commercial and industrial interests of this country, as much so as banking and railroading, or any of the great public enterprises operated for the benefit of the public. Men embark in enterprises that involve thousands of dollars without any hesitation, that, without the assuring protection of fire insurance, would never have been undertaken. Immense

values are accumulated in places necessary for trade, where they are liable to be wiped out by fire in a single night, that would not be done, could they not be insured. Men invest fortunes in the mercantile business who would not do so, were they not able to purchase, for a small sum, indemnity from fire insurance companies that would reimburse them, should their property be destroyed by the accident of fire. Credit is extended where it would not be, were it not for the protection of fire insurance. Money is loaned on real estate for many times its value, where the lender relies for security upon the protection furnished by a fire insurance policy. The manufacturer invests millions of dollars in industries that employ the labor of this land, without any thought as to the danger of its destruction by fire, knowing that he can purchase from fire insurance companies, contracts of indemnity that will reimburse him in case of destruction of his plant. Thus fire insurance not only protects the rich against loss of their property, but protects the poor against the loss of opportunities to make a living for themselves and their families, for without the protecting care of insurance it is doubtful if the temerity of capital would meet the necessities of the laboring population. Take away fire insurance, and you destroy the credit system that has been so beneficial to the development of this country. Mercantile transaction would be reduced to a limit of stagnation. Where you now see the glow of the furnace, hear the whirr of the spindle, the ring of the hammer and the joyous song of labor, all would be still, save the cry for bread, and naught would be seen save the wolf, gaunt and hungry, that would stand at everyone's door, whose dependence has been the furnace, the forge or the loom. Take away the assuring protection of fire insurance, and you would blot out a century of advancement and prosperity. Then how important this business we represent! What a necessity it has become! As has been said, "It is closely and inseparably interwoven with every scheme of profit and trade—a strong and continuous warp thread which lends security to the fabric." A business that is the foundation of our commercial and industrial welfare, certainly should command the attention of the country, the profoundest consideration of statesmen, financiers, capitalists and laboring men, and should be represented by men in the field who not only win the respect and confidence of the company that employs them, but the public with whom they come in contact as well. The field man, therefore, to properly represent so important a business, should make the subject of fire insurance a study, not that he may be able to inspect the business written by his company more intelligently, or adjust its losses with greater fairness, but that he may be an educator of the Local Agents, and the public in general, as to the principles involved in fire underwriting, which means so much to the commercial interest of this country. He should be prepared to explain the system of schedule rating and the reason for it; the purposes of fire insurance companies in all present organizations, and their relation to the insuring public. The field man, in the conduct of his business, is continually

brought in contact with those engaged in every branch of business, trade and profession, and becomes conversant with their opinions on all subjects that interest them or affect their business. He hears their complaints, one of which is the cost of their insurance. He comes in contact with the politician whom he hears discuss questions of insurance that affect the interests of men who have their fortunes invested in mercantile and manufacturing interests and look to fire insurance companies for indemnity. He hears him discuss them with as much complacency and confidence as if he had spent a life-time in the study of the economic principles involved in fire underwriting, when, in fact, he did not have nor did he express an intelligent idea on the subject, yet he is able, by his show of intelligence, to create in the minds of a public a prejudice against insurance men and insurance companies. In all such cases the field man should be ready to take up the subject with all classes of men and discuss it from every point of view, using the facts and figures that are obtainable by little effort, that would be convincing to every intelligent thinking man. Let us educate the masses on the subject of fire insurance and much of the present prejudice existing and antagonism to our business will disappear, and in this no one can be more useful than the Special Agent. That the public generally need enlightenment on the subject, no insurance man doubts, and that insurance men have failed to take advantage of the opportunities of bringing to the knowledge of the public the importance of their business, cannot be successfully denied. I believe it to be the duty of field men to seek opportunities to present the subject to the public. This subject should be discussed through the press, Boards of Trade, Chambers of Commerce, in fact, every organization or body of men that has for its object the advancement of our commercial and manufacturing interests. The teachers of Sociology and Economics in some of our universities have seen and recognized the importance of fire insurance in the commercial world, and have invited a discussion of the subject before their classes, and, if continued, can but result in much good to the business. I also believe it is the duty of the Special Agent to interest himself in the affairs of the State where he travels, and the municipality where he lives, as all good citizens should, and assist us as much as they can in the selection of good men for all public positions and to aid in ridding the body politic of the demagogues and tricksters in politics. Then will the public interest be protected and the corporations that are necessary to the public welfare be heard and their rights and privileges duly considered, insomuch that insurance companies can do that which has so long been their aim, and that is, the furnishing the people absolute security against loss by fire at the least possible cost. Has this not been the object and aim of all prominent underwriters of the present day? Have they not asked for better building laws—laws that will aid in furnishing better fire protection, laws that will tend to the removal of the moral hazards from the business, laws that will make our contracts, contracts of indemnity rather than contracts of speculation,

laws that will assure the public of an honest and capable management of these great financial institutions? Has this not been the object of all organized bodies of fire underwriters against which so much has been said?

Fire insurance companies, to pay losses and expenses, must have money, and the money is collected from the people, or else the companies, no difference how large their accumulations, must eventually fail—a condition that the commercial world would view with alarm. This being true, the manner of collecting this money becomes the all-important question, the study and development of which has been the aim of underwriters for years, out of which has grown the system of schedule rating, as applied to the business of the present day. By schedule rating, the companies have endeavored to make rates that are fair and equitable to all insurers, that will make each class of risks bear their share of the losses that occur—a rating that will encourage better construction of buildings, better care of premises, better fire protection and, in the end, lessen the fire waste of the country and a reduction of the cost of indemnity to the public—a condition that is, as we know earnestly sought by companies and so much discussed by the general public. To establish this system of rating and to permit those who are dependent upon fire insurance companies for protection, to enjoy its blessings and privileges, organizations of the companies and their local representatives are absolutely necessary, for without it no system of rating can be maintained, all fairness in rate making will be put aside and the burden of losses would be unequally distributed. Is this the condition that the public demands? Is this the result expected by the people from the efforts of the legislators and State officials who are devoting their energies to the destruction of what has cost underwriters thousands of dollars and years of thought and study? Do the people really understand what we know must eventually be the result of this continued opposition to this system of making and maintaining rates? I certainly think not. When we consider the present attitude of the public towards fire insurance companies, it is not strange that we should be concerned as to the final result. In one State we find the authorities prosecuting the companies as conspirators, field men arrested and prosecuted as common criminals; and in another State the companies are compelled to submit to unwarranted examinations to satisfy a demagogue whose only ambition is to destroy their usefulness; and in another, they institute *quo warranto* proceedings against them. And why? Is it because the collecting of a sum sufficient to pay honest losses is a crime? The actions on the part of the officials of these States would lead the public to believe so. Their conduct toward insurance companies would indicate that to have accumulated funds sufficient to be able to pay all honest claims, when disastrous conflagrations overtake them, was an offense not to be thought of or tolerated. That for an individual to own stock in a fire insurance company and expect a profit, is an offense not to be condoned, although his capital is exposed to the uncertainties of

the loss ratio of this country, and for an insurance man who, by his efforts, tries to improve the condition so far as his business is concerned and to eventually reduce the rapidly-increasing fire waste and lessen the cost of insurance to the public, becomes a common criminal. Men who get into public positions attempt to further their own political interests by unwarranted attacks upon insurance companies, by making statements that are not supported by facts, but are made for the purpose of prejudicing the public against the business and calling attention to themselves.

For instance, the Governor of Indiana, in his message to the sixty-first General Assembly of that State, said that there was paid last fiscal year, in premiums to foreign insurance companies, \$3,606,842.40, and received back on losses \$1,536,306.64—a net loss to the State of \$2,070,535.76. A like statement was made by the Attorney-General of Ohio in an interview published in the daily papers of that State. Such statements you and I know are not fair, but the public, for the lack of information, do not, and there can be but one purpose in public officials making them, and that is to deceive and mislead. That such statements regarding the business of fire insurance should go unchallenged, is wrong, and it is the duty of insurance men to correct these statements, and especially is it the duty of the field men who live in these States and are interested in their growth and prosperity. And this can be done by devoting a small part of our time to a discussion of our business with those who are benefited by the protection furnished by fire insurance companies, and by calling their attention to the sworn statements filed with the Insurance Department of each State, which in themselves will prove all such allegations as made to be unfair. No other business of as great a magnitude or as necessary to the welfare of all classes of people, receives so little attention in public discussion as fire insurance, and no one is to blame more than the insurance fraternity itself. The insurance press has been a very potent factor in the education of the profession in the great problems that confront us in the conduct of the business, but they do not reach the general public. Missionary work should be done by those who, by reason of their position, are brought into close relationship with the public. How many business men do you find that are conversant with the principles involved in fire insurance or the manner of conducting the business, or have given a moment's thought to these organizations, although they have for years employed their privileges and enjoyed their protection? Is the business a dishonorable one, that we should hesitate to defend it against the attacks of demagogues who seek to make their attacks an avenue of political success? Fire insurance, as conducted to-day, stands as a monument to the intelligence, honor and integrity of those who guide the affairs of these great corporations. No financial institutions that have been conducted in the interest of the public, have been more economically managed. Less financial loss has occurred to those who hold their contracts than any other financial institutions in the country, and of the

thousands of contracts issued by them, a less proportion find their way into the courts of this land, than of all other corporations. No corporations enjoying the privileges granted by the various States of this republic, have aided more in the development of the industrial and commercial interests of the country, none have assisted more in its prosperity. Its blessings have come to thousands of our people who, by its aid, have rebuilt homes destroyed. Fortunes have been restored to those who have seen their property swept away by conflagrations, and by its assuring protection the accumulation of years of industry and economy have been made secure against loss by fire. This being true, we should not hesitate to go before the public with a business that is honorable and a cause that is just, with a full and complete explanation of the methods pursued in our business in the making of rates, adjustment of losses, the necessity of organizations, and then will these great financial institutions that have developed these economic principles of underwriting, and have helped to make this busy world happy and contented, be endorsed by the people and approved by the authorities.

As I have said, the situation, as far as fire insurance is concerned, is peculiar in this, that but a small portion of the public are familiar with the method of conducting the business, and the necessity of fair treatment in the making and administering of the laws does not appear to those who have been called upon to make or administer them, and the recent agitation of the subject by the officials having in charge the subject of insurance in the various States have found many supporters and, as a result, the enactment of laws that, if rigidly enforced, will bring disaster to much of the capital engaged in the business, and the end sought to be gained by those who have blindly followed the cry of the alarmist, will be the reverse of that which was intended. Let the field men who are devoting their energies to the building up of a large and prosperous business for their companies, devote some time to the study of the principles that are necessary to the perpetuity of these great financial institutions, and an explanation of the same to the public with whom they are continually associated, and the result will be very different. In our mad rush for business we have forgotten that it is quite as important that fire insurance companies should be preserved, as it is that they should have business, and in no better way can this be done than by having the endorsement of the public of the methods used in conducting the business, and enactment of laws that will deal fairly with us, and give to those who have invested their money in fire insurance companies a fair return on their investment.

I am a firm believer in the fairness of the masses, when once they are made aware of the importance of the subject and its necessity to their continued enjoyment of prosperity, and the danger attending the lead of over-zealous politicians. When they are once made to understand the motives of those who are advocating hurtful legislation, that can but in the end bring ruin to that which has in the past and is to-day

the foundation of our country's prosperity, they will resist it with that power that is given them in free speech and a free press, that in all time has been the fear of the demagogue. The public may urge that they want cheaper insurance, but when they learn that it is obtained at the cost of the security furnished by insurance companies, or when they fully understand and appreciate that that which makes them secure from the accident of fire must of itself be secure, they will not demand it. They may believe that schedule rating and organization to maintain it are insurance trusts, but when they understand that competition, while it is said to be the life of commercial trade, is the death of insurance, they will not support those who, in their misguided judgment, are trying to destroy all organizations of insurance companies. Not that we would have fire insurance companies free from the operation of any laws, but rather that they should be under the strictest supervision, and laws should be enacted that would insure the public against fraud and injustice attempted by any of them, and to assure the public of an honest and economic conduct of the business of these institutions. I believe it to be the duty of field men to observe the laws of the various States in their field referring to the subject of insurance, no difference how much they find they interfere with their efforts to make a good showing for the company, or how harmful they are to the successful conduct of the business. In doing so, I know and realize how injurious this will be to the business, and how the security now furnished the insuring public will be jeopardized, and that under their operation many companies will be compelled to go into liquidation, and much of the capital now engaged in the business will be withdrawn; that incendiarism will be encouraged, and the fire waste of this country greatly increased; that the cost of indemnity to the insuring public will be much higher. Yet in no other way can you make unfair, unjust and hurtful legislation obnoxious, except by the strict observance of its provisions and the bringing the people to a correct understanding of the economic principles involved in the business, and this they should know, for it is an undeniable truth, though often lost sight of, that the public pay the losses; the insurance companies are simply the machinery for distributing the losses, nothing more, and all the laws passed that add burdens to the companies must ultimately be borne by the public. Any attempt to evade the laws by subterfuge or contesting the constitutionality of them in the courts, only increases the prejudice against insurance corporations. Let the public understand that they pay the losses; when they pass laws that aid dishonest claimants in collecting money from insurance companies that does not belong to them, they pay it. That when they pass legislation that tends to encourage incendiarism and thus increase the fire waste, they pay it. That when they enact laws that impose burdensome taxation, they pay it. When these facts are once thoroughly understood, we shall be in position to present our claims and have them heard, and public prejudice that now stands as a great wall around us and the corporation we

represent, will disappear. Then we can have laws enacted that will insure better construction of buildings, that will give us better and more efficient fire protection; laws that will enforce better care of premises on the part of the owner or occupant; tax laws that will be fair and equitable and laws that will aid us rather than hinder us in the ascertainment of a claimant's actual loss, and in the end discouraging incendiarism, reduce the great fire waste of this country, lessen the cost of insurance and make more secure the indemnity furnished the people. Fire insurance companies have always suffered more from the attacks of the demagogues in politics than other corporations, for the reason that from them they have had the least resistance to their methods, and also for the reason that insurance men and insurance companies have steadily refused to publicly condemn actions taken or measures proposed by them when in power. This silence on the part of the companies and those who represent them, has emboldened them until to-day fire insurance companies are pursued by a relentless horde of political demagogues whose sole object and aim is political preferment for themselves, and in this, unfortunately, they are silently supported by the public, for when a judge on the bench in Kentucky advises the public, through his charge to the Grand Jury, that they should pass laws that would make it a felony for insurance men to belong to an organization whose purpose it is to make and maintain equitable rates, the people accept it. And when the Attorney-General of Arkansas refers to insurance companies as robbers and thieves, the public believes it, and when newspapers characterize the insurance companies as enemies of the people whose only purpose is to exact tribute from them and give nothing in return, they endorse it, and why? Is it because the statements made by them are true? No, for with little or no effort every statement that they make can be proven false, but it is because the public, being unfamiliar with the object and aim of these great financial institutions, and led by political hatred and a common prejudice, they are ready to endorse all that may be said or done against us and the institutions we represent.

Then the time is surely come when we should turn our attention to the dissemination of a knowledge of our business, if we are to hope for better results. Let every man who loves his profession use his best endeavors to lift it above the plane of a mere business-getting occupation. Let us inform ourselves and dignify our profession by our acts, so much so that we shall command the respect of all who are benefited by our business. The blackguard and the man without the instincts of a gentleman, and the dishonorable man, has never had and should never have any place in the business, and the Manager who employs a man as a field man whose conduct is of the kind that would place him in this class, but whom he has been pleased to term a "business-getter," will find that he has gained nothing but the contempt of his honorable competitors, the ill-will of the Local Agents, and disrespect of the insuring public, and this is as it should be. No man has a right to prac-

tice his profession in such a way as to encourage dishonesty in those whom he serves, or wrong-doing towards his associates and the community that should profit by his services. The field man should at all times and under all circumstances be a gentleman, the soul of honor, and faithful to those whom he serves, and above all, he should be a moral man in its highest and broadest sense, remembering always that those who are dependent upon his services, for it was never more true than it is to-day, that he who cannot be loyal to his home and to those who love him, cannot be loyal to the profession he represents.

To those of you who have spent many years in the field and have aided in the development of underwriting in the Northwest, these theories may appear visionary, but I earnestly believe that if we pursue a course that will assure us of a wider diffusion of a knowledge of the economic principles of fire underwriting, the time will come when the business will command the attention and respect of all classes that is justly due it, and the laying aside of a surplus by fire insurance companies for the better security of its policy-holders, will not be viewed as some mysterious crime, and the expecting of a fair return by those who have risked their capital in the business, as an offense against the people to be punished by the authorities of the various States. I know that the spirit of selfishness common to all mankind, that in a large degree controls all business transactions, that causes man to buy where he can buy the cheapest and sell where he can sell for the most, cannot be eradicated. Yet I believe that our effort in educating the public in all the economic principles involved in our business, will result in more good than the withholding of such information. Especially is this so with our popular form of government, where the people are given the right to make their own laws, and only education will prevent its abuse.

(Applause.)

The President—

Gentlemen, we have had a very able paper from Mr. Woodbury, and we would like to spend a few moments in discussion of it. Is there anyone that would like to make a few remarks?

(No response.)

If not, we will hear the report of the Committee appointed to nominate the Board of Directors for the ensuing year.

The Secretary read the report of the said Committee, which follows:

REPORT OF COMMITTEE TO NOMINATE DIRECTORS.

Chicago, September 28, 1899.

Gentlemen: Your Committee to Nominate a Board of Directors for the ensuing year, beg to report the following names for your consideration:

J. A. KELSEY.....	Chicago, Ills.
J. O. LEE.....	Chicago, Ills.
D. S. WAGNER.....	Chicago, Ills.
HOWARD DeMOTT.....	Chicago, Ills.
S. E. CATE.....	Chicago, Ills.
GEO. C. MOTT.....	Chicago, Ills.
W. L. KING.....	Chicago, Ills.
OTTO E. GREELY.....	Minneapolis, Minn.
R. L. RAYNOLDS.....	Columbus, Ohio.
CYRUS WOODBURY.....	Columbus, Ohio.
D. W. ANDREWS.....	St. Louis, Mo.
JOHN E. DAVIES.....	Racine, Wis.
F. A. VERNOR.....	Detroit, Mich.

WALTER H. COBBAN,

J. O. LEE,

W. R. TOWNLEY,

E. S. WHEELER,

C. L. ANDREWS,

Committee.

The President—

Gentlemen, you have heard the report of the Committee. What will you do with it? It is proper that a motion be made for the election of the Directors of this Association. Will someone be kind enough to make that motion, please?

Mr. E. A. Munson—

I move that the Secretary be empowered to cast the ballot of this Association for the election of the Directors as just read.

Mr. Foster—

I second the motion.

Motion carried unanimously. Whereupon the President declared the above named Directors elected.

The President—

The next paper is entitled "Underwriters." This address has been prepared by one of the most efficient and popular Special Agents in the field, who is well equipped to handle the broad subject he has chosen.

Gentlemen, we are so well acquainted with Mr. O'Brien, that he hardly needs any introduction from your presiding officer. I take great pleasure in introducing Mr. J. W. O'Brien, of Michigan, Special Agent of the Phenix Insurance Company of Brooklyn.

(Applause.)

UNDERWRITERS.

Mr. J. W. O'Brien—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

When your good President invited me to read a paper at this meeting I hesitated because, over and above the nerve and backbone requisite to face this intelligent and critical audience, one must have something of interest, if not new, and I questioned my ability to present you with the required article. As I say, I hesitated, but our President is such a noble fellow, who never refuses a reasonable demand—and we who live with him in Michigan know this to our joy—I make the effort.

So much has been written, read and said about all phases of the business of Fire Underwriting, that one takes up the subject with so much fear of repetition as to frighten all thought of originality out of his mind.

We assemble year after year and listen to some of the strongest and weightiest compositions that were ever penned and delivered to intelligent members of society, and yet no two essays are similar. True, the same line of thought can be followed throughout, the same argument conveyed, yet the form and manner of presenting is so different as to throw off monotonous repetition. I trust these few remarks will be no exception.

I have chosen the topic "Underwriters," not because it is either new or old, sweet or stale, interesting or commonplace, but mainly because it is a good subject to cover the random shots one could get of life among our people; of a necessity, disconnected links written between stations; at junctions waiting for delayed trains; the record of mental notes made here and there of every-day matters that usually come to the men who live in a grip; not all matters, nor so much in detail as some may wish, but enough possibly to satisfy the conservative. Not the profession, rather the professor of Underwriting would I treat in this article, criticising coldly his defects and warmly praising his accomplishments as they come to mind.

The underwriter of to-day must stand alone. We cannot compare him with he of the old school, who possessed many attainments and whom those of to-day might well emulate.

Your accomplishments have been sung in rhyme and story, and now you who must needs listen will possibly hear something which will add not one whit to our glory.

Centuries ago, old English law regarded a man guilty until proven innocent. As the human mind evolved into its more ripened and rational form, this law was reversed and now the burden of proof rests with the accuser. I am fearful, however, in many of the different commercial relations between man and man, and ours in particular, we still live under the influence of that old barbaric law; and while unwrit-

ten, stands out more boldly than a virtue and works more harm than a vice. It seems to surround a man with that atmosphere of mistrust so detrimental to the good that actually does exist in each of us. There must of necessity be more good than evil in this world, or we would not find ourselves as well off as we are, and the few fears herein expressed I trust may be the means of bringing out discussions, if any, of an optimistic nature.

We conduct our business too much on the lines of a detective agency; too many secrets; excessive sub-rosa matters; suppressed bulletins; interested people are kept in ignorance of facts they have a right to know. The Manager conceals from the field man and he from the Local Agent, and each in turn assumes the wrong more often than the right position or idea. To cultivate and improve the good we should throw out and advertise the bad, just as the gardener throws out the weeds from his garden and the passer-by needs no telling that the bad has been cast aside.

If A has done you an injustice and B, to your knowledge, is about to deal with him with the possibility of being similarly treated, you are as guilty as A if you do not advise B of your experience with A. Too often, and to our sorrow, we are inclined to encourage the evil that is in us, rather than the good; the flattering compliments paid us add an incentive to continue the evil; for who does not like to be a clever man, a shrewd man, a manipulator. We may blush a stammering reply, but it tickles just the same. In many States the humane sentiment of marking goods with their proper names has been in vogue for some time past; pure food commissions established, and the desire to debar all misrepresentations is taking good foothold. To-day we purchase butterine with the knowledge of that fact, and other articles of food in the same manner. Why is it not just as proper and vital to know the man you are dealing with? If a man is a deceiver, a defaulter, a perjurer, you have a right to know it. If he is, from a business standpoint, a poor representative and an all-round misfit, the world's knowledge of it would be beneficial both to the world and to the misfit himself, who in time would surely find his proper sphere. Misfits no doubt occur and are found in every channel of business life, but in underwriting we find many men who never should have taken it up as a means of livelihood; men who abuse the confidence placed in them; men who misrepresent facts and figures to accomplish their own selfish ends; and we may add, as a sad commentary, men who sell the goods of others below cost.

Unlike most marts of trade and traffic, to the majority of insurers all policies are alike. True, some companies issue more liberal contracts than others, but price takes precedence, rather than quality.

In selling his wares the retailer enthuses and extols upon the great advantages, the modern improvements and compact mechanism. Does the retailer of our business endeavor by his eloquence to do so? His first argument is usually a cut.

And the cause of all this is the same as it was generations past and gone. The greed for gold, the fear of hunger, rivalry, jealousy, the battle for supremacy, are the same to-day as with the barbarous tribes of the Dark Ages, only to-day's battle is fought on more refined(?) lines. It may be regarded as higher in the moral standard of the present to send your brother to the poor house rather than to the grave.

Like the steam engine, which has undergone changes and revolutions from the time of Watt, there seems little room for improvement in the mechanical parts, the line for progress lying entirely in the channel of steam consumption, or rather in the economical use of steam.

Our profession, or rather our professor, ante-dates the immortal Watt, and, we are proud to record, has kept pace with not only his engine but all the other professions and industries of the world. No words of mine could pay fitting tribute to the profession of underwriting, and to the great and noble minds that have planned the policies and piloted the companies that have withstood the shocks of years; have builded cities; brought back to business life again the embarrassed merchant, and erected over the ashes for the prudent husbandman a new "Home, Sweet Home."

All these bountiful blessings are the result of the good that has existed for us for years past, the fruits of that caretaker who, be he President or Manager, has, like the good engineer, gone intelligently about his work with hammer, wrench and oil-can in hand, setting up there a gib, here re-adjusting a valve, using the oil where friction is feared; giving his life to his duty, leaving for his successor a perfect machine. So with our predecessors who have builded sound and well, laying the foundation of a business that would outlive their children's children, leaving to his successor a perfect plant, a monument to his memory. The machine has reached its perfection, except in the consumption of steam; the profession its zenith, except in the scale of moral standard. That greed for gold has sent capital into investments, in whose entire vocabulary the word "honesty" does not appear. That fear of hunger has sent men into our ranks that are harmful to the profession, a blight upon its fair name.

Rivalry and jealousy have made man forget his neighbor, until we make discoveries to-day that would shock the underwriters of but a few years ago. I refer to those who feed upon the plans and systems which are the very life-blood of the underwriting world; aggregations of men and capital whom Shakespeare tells us "Mock the meat they feed upon." With no regard for the table of experience, they play with other people's money, and their habits border upon the customs of the gambler and his trade. Lacking the courage of a leader, they follow, with a slight difference in price, the "Old Kind" that have stood for years. "Migratory Birds" and "Ships that pass in the night," they sail on and on until fire occurs, then the "For Sale" flag, the signal of distress, is run up to the masthead. If only they were permitted to go on

down to the depths they deserve, what a lesson the public would be taught! But no; along comes an old-liner, throws a protecting arm aboard, and the passengers are saved—saved only to abuse the rescuer; saved to go to Legislative Halls and impose tithes and taxes; saved to proclaim to the world the iniquity of “Trusts;” saved to become a prominent politician at the expense of the underwriter. Of course, the petty crime of “Winkin’ and blinkin’” is annoying, to say the least, but the practice of re-insuring a wreck encourages the passengers to purchase tickets on another, thus prolonging the agony to unlimited time. With all their virtues, the crime of re-insurance is the most grievous offense that can be laid at the door of the old-liners with any satisfaction. Do away with this practice—let them sink; rid the seas of these barnacles and pirates. and honest men, who have toiled for a life-time for honest ends with honest means, will get their honest dues.

Lack of confidence seems to have invaded our ranks, another resulting sin of bad faith fast assuming alarming proportions; it must needs result in ruin if confidence be not restored. What greater example can be held up to our eyes than that of our own country which, a few years ago, presented anything but a pleasing spectacle. The busy hum of machinery was not heard in the land; smokeless stacks adorned manufacturing centers; all branches of trade and traffic were at a standstill; business was paralyzed; fear was upon the people; plenty of funds, but lack of faith; mistrust in each other spread to such an alarming extent as to reach the very vitals of our government. Then it was that the gentleman from Ohio, William McKinley, the “Advance Agent of Prosperity,” came to the rescue of our country with his sterling character, and with his honest words and actions restored the confidence which had been rapidly slipping away; brought men and capital back into their own channels of trade, and to-day we have a country teeming with milk and with honey.

Who will be our McKinley? There are plenty of you worthy the title and the strife. Who is he who will redeem our Union? Who is ready to make the sacrifice, for such it is and must be? Who are they who are willing to stand as a living wall and not only say to the pirates, thus far and no farther, but to pursue them with their own implements of warfare and clear this all-pervading atmosphere of mistrust; this frightful condition of affairs that make men question the truthful statements of others. When this is accomplished you have gained a victory; confidence will return and the stockholder with the man behind the gun will enjoy the fruits of his labor.

I appeal to your manhood, to the manhood in each of you, for we are all integral parts of that grand edifice it has taken centuries to perfect. Let us not be a party to its destruction. Let us look always for the best and the good. Be square yourself. Care for your own doorstep, and let Dame Rumor die a peaceful death. Don’t be a hypocrite or a jollier. Our profession is one to be proud of, and the man who is ashamed of or abuses it should be forever debarred from all

of its benefits. Be square, and honest, and right, not because penalties punish offenders, but because it is square, and honest, and right. Take the stand to-day, and while it may consume a life-time to bring about the reform, your efforts will be revered in days to come. Work for it; let your every motive be for right; keep it in your every act, and when your race is run and yours is among the long list of expirations, then will come this consoling thought:

And only the Master shall praise us,
And only the Master shall blame,
And no one shall work for money,
And no one shall work for fame;
But each for the joy of the working,
And each in his separate star,
Shall draw the Thing as he sees it,
For the Good of Things as They Are.

(Applause.)

The President—

Gentlemen, I wish to call the attention of the members present to the paper upon our program entitled "The Pranks of Electricity," illustrated. It is our purpose to give to the members an illustrated lecture on electricity to a certain extent. We will have the necessary articles upon the platform, or upon a table upon the platform here, and I am sure those of us who are fortunate enough to hear this paper and see the exhibits will be fully repaid, and it is our wish that we have as full an attendance as possible.

The Secretary wishes me to call your attention to the hand-grenades that appear on our tables (referring to empty flower-vases from which the flowers had been removed). The housekeeper says some insurance men took the flowers away. (Laughter.)

Before the opening of the Afternoon Session we will have from seven to ten minutes' talk on the subject of the Valued-Policy Law in States where it is now in vogue. This address or talk will be given us by Mr. W. P. Harford, Assistant General Agent of the Ætna Insurance Company, from Omaha. He arrived this morning, and I understand he has given this subject a great deal of thought and study, and that the statistics he has prepared to present to us will be very interesting and very instructive to our members; and it is also our wish that we convene not later than 3 o'clock. The program provides for the meeting at 2:30, and inasmuch as the election of officers and other unfinished business is to be taken up this afternoon, it is our wish that we assemble here after luncheon as soon as possible.

The Committee to prepare suitable resolutions to be presented to Mr. Eugene Harbeck, as recommended by the Committee on the President's Address and adopted by unanimous vote by this Association, is as follows:

Mr. H. C. Eddy.
Mr. Eugene Cary.

Mr. W. H. Cunningham.
Mr. I. J. Lewis.

The next paper on our program is entitled "Co-operation: Past and Future." This paper has been prepared by a gentleman who occupies the position of president of the Association of Fire Underwriters of Missouri, and as most of us have had recent experience with "Co-operation in the Past" in that State, we await with interest further enlightenment upon the subject, especially as to "Co-operation in the Future."

Gentlemen, I take great pleasure in introducing Mr. Charles C. Martin, of Kansas City, Missouri, Special Agent of the Norwich Union Fire Insurance Society of England.

(Applause.)

CO-OPERATION (PAST AND FUTURE).

Mr. Charles C. Martin—

MR. PRESIDENT, MEMBERS OF THE PRESS, AND MEMBERS OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

Gentlemen: It was with reluctance that I accepted an invitation to read a paper before this Association, realizing the task it involved. Had I the wit of a Townley, the great versatility of a Hewitt, or the poetical inspirations of a Van Valkenburg, I would have eagerly seized the opportunity. But having none of these gifts, I am compelled to launch upon you a prosaic article, on a subject, however, of vital importance to the insurance interests of to-day:

In doing this, my subject obliges me to talk plainly, and while some criticisms may appear, they are not intended to be in any sense personal, but by referring to the errors of the past my only purpose is to invoke a better condition of affairs in the future. The business in which we are engaged is necessarily co-operative. It was so conceived, has ever been the same, and must so continue. Much has been said on the subject, but it seems more is needed to impress upon the minds of many the necessity of whole-souled, and not half-hearted, co-operation. During the past various organizations have existed, having for their purpose the securing of united action by their members. These organizations have, in every instance, owed their partial success to the faithful and earnest support of a few members whose good faith was unquestionable. At the same time there have always been some members who co-operated when their best interests permitted, or when their violations became so open and notorious that they were compelled, as a matter of policy, to make reparation.

Then again, we have had the ever-present free lances, who, mindful of the obligations others were under, remained on the outside, and in several instances have grown to their present importance through the advantage they have enjoyed over those to whom was due the fair conditions that furnished the opportunity. This latter competition has grown until it is little wonder that we find to-day confronting us such alarming conditions. The evil this want of co-operation has done

is not single in its effect. It has made members doubtful of their fellows; it has deterred those who have contemplated allegiance from pledging their support; it has imbued the public with the idea that exorbitant prices have been charged for the goods we sell. They do not understand that those companies who have in the past adhered to standard schedules of charges have written a general business where the loss ratio has compelled an adequate charge; while those who have made it their policy to sell indemnity at a less price have, if successful, confined themselves to a preferred class of business.

These conditions, that have made it a struggle to keep in existence our State organizations, have also been made harder by the failure of some companies to back up the good intentions of their field men, and to aid them in the fulfillment of their obligations to their associates. A Special Agent in a Western State came to me and expressed regret that his associates looked upon him with suspicion, saying he could not control the policy of his company, which was to accept business at prices less than he was obligated to maintain. While there may be isolated cases of men in the field who are seeking the advantage, the true, honest and fearless man in the field asks only a fair field and no favor, depending on his own labor for results. As in the case mentioned, more than once has the management of insurance companies caused the blush of shame to mantle the cheeks of an honest man in the field.

The various ways in which want of united action have been exemplified is an old story to all those engaged in the business, and do not need repetition here. It is an inordinate greed for business that has impelled companies to grasp lines at inadequate prices, to accept forms not in keeping with good underwriting, to permit new devices that are constantly increasing the hazard without a corresponding increase in premiums. By some, it is true, these infringements are opposed, but the other fellow rushes in, and when the business is gone, the opposition disappears like snow under the noon-day sun, and the objectionable feature has come to stay.

These conditions have gone from bad to worse, until, when a Missouri Crow concluded it would be a good political stroke to replenish the empty coffers of the State by holding up the insurance companies, it was apparent that want of co-operation was shown forth in its most vivid colors.

The State officials who had launched the ship that was to return to port laden with spoils of an unjust proceeding, were trembling in their boots for fear there might yet be lurking among the companies involved, enough loyalty to their own interests, and among those not involved, enough foresight to impel them to join interests with their less fortunate rivals, that might result in a unanimous refusal of all companies to submit to such an injustice. But their fears were soon dispelled and they breathed again. The vengeance of united action threatened them no longer. It was the sentiment of every intelligent

agent, of the field men and of a large portion of the thinking public, that all companies would do well to act as one and refuse to accede to this outrage, yet, no co-operation could be had and each, in self-defense, was compelled to submit to the enforcement of a demand that will ever be a stain upon the fair escutcheon of Missouri. It is unquestionably true that, in this case a firm stand and a temporary sacrifice of premiums would have caused a most inglorious downfall of the political standing of the perpetrators of this act, and have prevented a precedent that may well be dreaded. How different the result in this case to that in Kentucky and Arkansas, where the companies were forced to act together, and from the very fact of a forced co-operation, won a glorious victory!

To one familiar with the insurance business during recent years, the charge that a trust has existed among insurance companies is indeed ludicrous. There has never been a time when an insurance trust could be perfected. Besides, a trust can only be formed where a commodity of known value is to be controlled. Insurance cannot be properly so regarded, as it is impossible to foresee the cost required to carry the incurred liability.

The attacks made on insurance interests are prompted by desire of politicians to pose before their constituents as champions of the people. They select insurance companies as an easy mark, because they are aware of the non co-operation existing in those quarters. To-day we find ourselves working under laws that make it harder than ever to obtain that unity of action that is necessary to protect those very policyholders who have applauded the success of the aforesaid political aspirants.

But, gentlemen, we have to face the conditions as we find them. Take away, now, the true spirit of co-operation, and from the very nature of our calling, you have taken away the foundation of sound indemnity.

It is true, we have many companies that are bulwarks of financial strength, but even these are endangered by an indiscriminate scramble for business. Fixed charges for indemnity will be promulgated in the future as in the past. The same means for their enforcement will be wanting.

What is to be the result? That is the question that is now all-important in the business. You will ever find Local Agents ready to take all the rope you will give them. In many sections of the country to-day, the head office of the company must determine how far he can go. Let good faith flow from head offices, and it will permeate every portion of the work.

Already I have seen the declaration of bright lights in the insurance fraternity that rates were too low. Without co-operation the tendency will be still lower prices. The Manager of the small company may well grow solicitous of the future. The Manager of the large one must not feel too secure. The larger your business the more you are

affected. I can see but one remedy: there must be unanimity of action among companies; there must be a voluntary co-operation that will not need any articles of agreement that can be construed as a violation of any law.

No man can afford to jeopardize the interests of the stockholder or the assured, by longer playing fast and loose with others who can, without hindrance, retaliate to such an extent that the whole business may be rendered, not only unprofitable, but unsafe.

Already some companies have advised their field men to sever their connection with all State organizations.

Let me here sound a note of warning—destroy the means of calling together, in social conclave, the field men and you destroy the last vestige of good faith that remains among those who come in personal contact with the patrons of the companies. While some men may not be so susceptible as others to personal influence, yet all men are human and are swayed by the influences of good fellowship. In no business is the feeling of fraternity more, if as much, in evidence as among insurance men, from the Managers down to the Local Agents—and why? Because we each realize how much our success depends on the good faith exercised by our competitors. Such being the effect of personal association, the question of premium charges may be eliminated from our organizations where laws make this step imperative, and when this is done these organizations should receive the unqualified support of every company. Without good fellowship in the field you will soon find chaos, with all its evil consequences, abroad in the land—without good faith, the future of the business will be indeed doubtful. It remains for the voluntary co-operation of the heads of the companies and the good faith of the field men to guide in the future the welfare of institutions that have taken years of toil and care to bring to their present magnitude.

These institutions, so necessary to the credit of the insured; that have made it safe for men to concentrate great wealth in a small area, are entitled to that respect of the public, that will insure them more latitude in the conduct of the insurance business.

This respect has been largely forfeited by the actions of the companies themselves. Non-co-operative competition has caused the sanction of violations by Local Agents that have caused these same agents to lose respect for the rules given them for their guidance. When we allow our agent to do anything in violation of what we have taught him as correct in underwriting, we have inspired in him a belief that we are not sincere in our pretenses, and he will be prone to repeat the experiment. To gain that respect of the public to which we are entitled, we must undo much that we have done. We must have that respect of our agents born of complete co-operation, as it is their conduct of the business that leaves its impress upon their patrons.

The respect of the Local Agent must be inspired by the firm adherence of the field men to correct practices. This conduct of the Special Agent must be compelled by the management of the companies.

In the field we are prone to exaggerate the offense of our competitor, so that small infractions are oftentimes the cause of serious consequences. Therefore, it behooves us to consider well before, by retaliation for some small offense, we precipitate a conflict that may be attended by disastrous consequences. There has never been a wilful violation of the rules of correct underwriting, by any company, that could have occurred had the management not condoned the offense. Remember this, and let each one see that his own doorstep is kept clean, and we will have conditions that will redound to the best interests of all engaged in the business. Under the conditions existing to-day the Manager or Special Agent who will wilfully do that which is not in keeping with the best interests of the business is, in my opinion, unworthy of the position he holds.

Could we feel that in the future whole-souled co-operation was to be the rule of action, who is there that would not go forth to labor with a better spirit? To-day, the want of united action causes our local representatives to go cringing to his patron to collect his premium, lest he be met with an invitation to take back his policy because of a better offer. Keep up this mode of competition and good business men will tire of representing us.

To sum up the whole matter, everything argues the wisdom of better co-operation in the future than in the past—not a co-operation that will exact exorbitant prices for indemnity, but will yield an income that will preserve the stability of the institutions we represent.

(Applause.)

The President—

Gentlemen, we have one more paper upon the program this morning, but before calling the gentleman to the platform it seems to me that a few remarks upon the last paper just read would be pertinent. There certainly can be no misunderstanding as to the success of one foreign company when they can employ such men as the gentleman who has just given us this most excellent paper. I think Mr. Hollinshead might like to make a few remarks, not, perhaps, upon the theory of co-operation, but upon the practical use of it. Mr. Hollinshead, will you not get up, please, and strike out from the shoulder, as Mr. Martin has done? We would like very much to hear from you.

Mr. C. S. Hollinshead—

I am taken quite unawares, sir, and I feel myself unprepared. If you had given me a hint on the side, I might have gotten some ideas together, or at least felt myself better prepared to discuss the subject of "Co-operation—Past and Future."

I was very much impressed with Mr. Woodbury's paper, and I have been no less impressed with the paper we have just listened to by Mr. Martin, and, sir, a thought has been running through my mind. I know of no Association whose papers are so well prepared, whose sub-

jects are so well digested, and whose records, in volume form, are so valuable to the library. I know of no Association that labors so conscientiously with the vexing problems of the business, and yet seems to benefit it so little in its practical operations, as the Northwestern Association—withstanding it treats the subjects with conspicuous intelligence and sincerity. What has been said about the Special Agent is absolutely true, and if he would practice in the field what he preaches here, we would all stand closer together, and could look each other in the face and be in more accord, as regards important issues of the business, than we are to-day. (Applause.)

On the line of co-operation, I want to call attention to what, to my mind, is an important difference between the spirit of the business as conducted to-day, and that with which it was conducted in the years long gone by, when I was occupying other modest positions in the work of insurance. I suggested the thought to the gentleman who delivered your Annual Address, and think it commended itself to him.

In the years gone by the responsible head, the moral head, the head that gave character to the institution, was a gentleman successful in other business affairs, called to the executive chair sometimes by reason of his commanding influence, perhaps, but more especially on account of the confidence in which he was held by the community. The insurance companies were looked upon as very stable institutions. Nobody accused them of being mercenary or selfish. They were regarded, in a sense, as being beneficent institutions. Now, those gentlemen have passed, or are passing away, and a new era came upon us when it was said insurance would be better conducted if practical underwriters were placed in the executive chair, and in some of the Eastern cities, followed by cities more central, and then later by the West, they have been placing practical underwriters in the management of insurance companies. Now, I don't know just what a "practical underwriter" is, Mr. President. I presume he is a gentleman who writes well on the subject of insurance, a gentleman who has labored in the Special Agents' and Adjusters' ranks, a man who knows a great deal about the technique of the business. But let me ask any one on the floor here if affairs are managed with any more integrity, or if they are conducted with any better success, or if co-operation is any more a signal feature than when the gentlemen of old, who did not know anything at all about the intricacies of underwriting, but loaned to the corporations their honorable presence, their successful experience in life, and held down the hard-working Secretary (who looked after the practical parts of the business), and inspired co-operation that did co-operate. The old gentlemen restrained the selfishness and the trickery that might have been resorted to in order to "get all premiums in sight."

Now, gentlemen, you may write able papers on the importance of co-operation and promote your experienced men to the executive chair, but I lay it down as a fact that, notwithstanding all the learning we

have in the business, and all the instructive papers read at these annual meetings, we are getting farther and farther away from the "ties that bind." I do not care whether it is the Northwestern Association or the Union or non-Union, or whatever name you may call it, so long as it is an Association, sir, that has to deal with the moneys, the premiums and the financial affairs of the corporations we represent, the evils of the business will never be controlled until you get back, somehow or other, to the spirit that imbued the gentlemen of old, who presided with dignity and fairness to all, over the insurance companies, that did good work before any Convention or Association existed, and when such papers, able papers that have been presented here, were unknown.

I commend all that has been said as to the duties of the Special Agent, and I believe some reference has been made to the Manager as well, and I can say that I have occupied all these positions, and I sympathize with my Special Agents when they come into the office and tell me what they have had to contend with. I do not say it with discredit to any of my representatives on the floor, but I have noticed that I have always had more told me of what the other fellows were doing to undo the business, than as to what they were doing to benefit it.

Now, I believe in what has been said to-day. I believe in the integrity of the masses, and I believe in the integrity of the Special Agents. I believe in the integrity of those who are engaged in the insurance business, but until we draw closer together and put in practice what we preach, we will have disorder in our business, for which we alone are responsible, that will be as bad in results as the laws that are being put on the statute books of some of the Western States. (Applause.)

The President—

I don't know but what I will have to acknowledge that a mistake has been made in not posting Mr. Hollinshead in advance, because the remarks that the gentleman has given us are so proper and so much in line with the intent of conducting the business of fire underwriting, that had he had an opportunity to prepare something we would have been even more enlightened on the subject. I wish we could have more of such talks. It is just as has been stated, theory is all right in some things, but practice is better in others.

Mr. Blackwelder, won't you be kind enough to make a few remarks on this subject of co-operation this morning?

Mr. I. S. Blackwelder—

Mr. President, when I first became a member of this Association its numbers were something less than one hundred, and now I understand the membership is over five hundred.

I have always taken great pleasure in attending these meetings and listening to the discussions, and have always believed that a great deal of good has resulted therefrom. I am not one of those looking for perfection, but at the same time I do not believe it is possible for us

to associate together at these meetings year after year and hear the good things that are said and written, without going away benefited, unless we are perverse—unless a man prefers to do that which he knows to be wrong. At this time we must, because of this meeting and what we have heard here, feel encouraged, and cannot go from here without something that will be useful when we go out into the fields to carry on the regular work in which we are engaged. I have not been able to follow the excellent papers read this morning, but I do feel that they have done a good service. The gentlemen who have prepared these papers have had in their minds the betterment of our business. The remarkable thing that we have to deal with is the ignorance of the people. Perhaps we have contributed to that, but we have certainly unwillingly contributed to it. I do not believe that any gentleman on this floor, as he goes out in the discharge of his duties, would for a moment knowingly do an unjust act, or knowingly do something calculated to bring prejudice on the business in which we are engaged. Inadvertently, perhaps, he may do so.

Much stress has been laid by many people who have criticized our business—perhaps legislators, perhaps courts, perhaps gentlemen of the press—upon an alleged fact that Adjusters take advantage of the ignorance of the assured. After all, there are two sides to that. No fair-minded Adjuster means to take an advantage, and I am one of those who believe that the great body of men entrusted with the settlement of claims means to arrive at a fair conclusion, but there comes up the question again, what is a fair conclusion. Who is to be the judge? Is it the trained expert? Certainly the broad-minded, fair-minded man engaged in this business for years, goes out with the disposition only to do what is fair and right. What must be his line of action when confronted with all the different propositions that he must consider and the ignorance and prejudice of the people? How is he to proceed? How is he to protect the fair name of his company and keep it, provided he may leave a case in fairly good shape? He departs from the scene of his labors, and in one hour after his departure from the city, or town, or village, the community may be apprised of the fact that he has practically robbed the claimant. It may be he has done nothing of the kind, but that he has paid the claimant more than the loss he has sustained. No matter, he is far away, and may not hear of this thing for a year, or he may never hear of it, but the harm is done and the prejudice is created, and it flows out in the sentiment of that community. Something must be done to curb the disturbing element that is abroad.

Mr. President, pardon my desultory remarks, but I feel this: Much is due to the gentlemen who are engaged in this business throughout the country. It is an army of picked and trained men. We cannot expect that fire underwriters, the men connected with the field work, or any other branch of this business, can be very much above the average of other kinds of business, and yet I believe it to be true. I firmly

believe that in no other business do we find so much of intelligence, so much of devotion to principle, so much earnestness in enforcing the right, and so much determination to avoid wrong, as will be found in the ranks of the gentlemen assembled here and their fellows all over the country.

Gentlemen, I thank you.

(Applause.)

Vice-President Townley—

Mr. President, as we are on the line of discussion, I suppose it is intended that we shall take the technical meaning of the word, and discuss the subject both ways.

No one knows better than myself what Mr. Martin means when he says, "co-operation." He has been a loyal worker along that line and, in consequence, when he strikes from the shoulder he can strike fearlessly. He is speaking to men and gives them all the idea that they are honest men. You can get up and berate Local Agents, tell them about pernicious practices they indulge in, and they all cheer you, because they are all proper and correct in their practices. I presume it is so with every Special Agent who is here present. They have always given earnest co-operation, and it is the Managers who are to blame. A short time ago in our State Association we were confronted with the proposition: "I will get off a certain risk when the Podunk Underwriters get off." And a resolution was offered to the effect that by co-operation we mean that "no member of this Association will be required to take any action on any given risk until every other member has acted." (Applause.)

The co-operation that we have received in Missouri is pretty fair. But it is not from the majority. The minority have held Missouri in pretty good line for the companies, and we are hopeful of the future, that through the laws that will prevent us from co-operation we will be able to accomplish something. (Laughter.)

Now, with reference to the conduct of the business from the Manager's standpoint, I have heard it stated that if you want to find a man that knows how to run a railroad, get a first-class barber. I believe that the way to run an insurance company is to have an underwriter at the head of it. I speak from personal experience. I believe that the president of an insurance company is more able to tell us what kind of a man should be at the head of that company than I am, but I am pleased to say that the company that Mr. Hollinshead represents is a success, and that they have a practical underwriter at the head of it.

There is nothing that I can think of to offer as further argument, to what Mr. Martin has said. It comes from the heart of a man who acts as he preaches, and if we will all do that, we will obtain co-operation in the future that will count for much.

(Applause.)

The President—

In looking over the audience I notice that we have with us one of the speakers of our first morning's session, and as there are many present now who were not able to attend yesterday, and knowing that they would be very much pleased to hear from him, I take much pleasure in again introducing to you Mr. C. H. Woodworth.

(Applause.)

Mr. C. H. Woodworth—

Mr. President and Gentlemen: At a dinner last night a story was told of a man who had a parrot to sell, and who recommended him as "not much of a thinker, but a devil of a talker." In my opinion, one thing that interferes with co-operation in our business is a whole lot of talking without enough thinking. We would not talk about bad faith in such an exaggerated and imaginative way if we stopped to think how demoralizing such talk is. The frequent excuse for incompetency and failure—that this, or that, or all the other fellows are rascals—is not always the truth, and if it were, it does not help the matter to enlarge upon it before some other fellow, and thus encourage and incite him to rascality. Human nature is about the same everywhere, and the average of unworthy men will be found about the same among agents, fieldmen and managers. The probabilities are that all in the employ of our company are not saints and that all engaged with the other companies are not sinners.

As has been well said by our friend Blackwelder, we should not expect too much of human nature, nor should we attempt too much. Fewer plans of co-operation drawn upon feasible lines and accepted and lived up to by all are much preferable to many impracticable attempts at co-operation. To make any plan a success, there must be some who not only do their own share of the work, but that of some other fellow. No organization can be absolutely free from shirks and traitors, and the less we talk about them and the more we individually talk to them; and the more we publish the good deeds of those who are faithful, the more successful we will be in all lines of co-operation. To make any plan of co-operation successful, complaints, backbiting and wild talking must be reduced to a minimum; a few must do a lot of hard man-to-man work, and good faith and self-sacrifice must be recognized and talked about.

The National Association of Local Fire Insurance Agents attempts only such things as are agreed to be good by practically all engaged in the business, and nothing will be done that will injure or be unjust to any branch of the business, nor anything that is to the special advantage or disadvantage of any individual or company, big or little. It is not because we are less selfish than others that we do this, but because we know that success is possible only along this line.

(Applause.)

The President—

The last paper on our program for this morning is entitled "The Wisdom of Managerial Inconsistency."

A few weeks ago I was very much afraid that we would be disappointed in hearing this paper, or at least in having it read by its author, as he was at that time enjoying the festivities of the olden country; but a cablegram sent to him saying he must be here, brought a reply that if he couldn't reach Chicago in one ship, he would come over in two.

Those of us who are fortunate with the acquaintance of Mr. Brown, know that he has something rich in store for us at this meeting; and if our worthy Secretary and your President can hold him on the platform we should like very much to have him present himself now at this meeting.

Gentlemen, it is with much pleasure I introduce to you Mr. Garret Brown, the popular editor of *The Insurance Report*, of Denver, Colorado.

(Applause.)

THE WISDOM OF MANAGERIAL INCONSISTENCY.

Mr. Garret Brown—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

You will find my text in the third verse of the 14th chapter of the book of Tribulations. "The Wisdom of Managerial Inconsistency" has never been sufficiently exploited. Inconsistency is a positive mark of genius. Solomon, Julius Cæsar, Napoleon Bonaparte, and Brigham Young, may be cited as cases in point.

Inconsistency is the grandmother of invention, and hence the mother of necessity. Necessity knows no law—a trait inherited from her mother, inconsistency. The pathetic exclamation of the poet, "O consistency, thou art a jewel," was made before fire insurance was invented.

Possibly it is unknown to you that inconsistency is of Chinese extraction. It is the Li Hung Chang—with accent on the Li—of diplomacy. It is the art of doing what one pleases, regardless of what one may have said or promised to the contrary. Inconsistency is a sort of pontoon-bridge with which a shrewd Manager can cross any stream he may suddenly happen upon. It is a flexible ingredient that may be rubbed upon any rule without injury to the rule or the rubber. Applied to the multiplication table, it will make four times six thirty-five. Or, in percentage, it will make fifteen in Denver equal twenty-five in Kansas City, and nothing will appear upon daily reports to show to the contrary. It will often make an expense a profit. I have known office rent to prove a source of income to an agent. (Applause.) We are told that there are no straight lines in nature. Wonder if insurance

Managers get their cue from her? She certainly is an inconsistent old dame. She often gives us a cyclone upon the heels of a rainbow. The insurance bow of promise is no less deceptive.

While the wisdom of managerial inconsistency is never obscured—is always patent, always self-evident—the practice often brings about amusing situations. I was on board a little steamboat recently that plied upon a pretentious lake in the interior of the country, and along the banks of the lake, at points inaccessible to persons ashore, I noticed life preservers stuck up on posts, four or five feet away from the water line. It struck me as being peculiar, and inquiry brought out the fact that they were there to be used in case of accident to the boat. "But," said I to my informant, "one would have to swim ashore to get the preserver and then come back and save himself." (Applause.) "Yes," replied he, "it does look so. I had never thought of that before." On the same boat there was one huge life preserver fastened to the stern. "What is this for?" I asked. "To save the boat from sinking in case she springs a leak," was the reply. It was noticeable that all the ingenuity of the builder had been expended in providing for saving the tail of the boat, while no thought had been given to the portions allotted to passengers. This, I thought, was a case of the tail wagging the dog—except there was no dog. (Laughter.)

It reminded me of an incident in fire insurance away back when I was a Local Agent. There was great competition for a factory risk. There was a strong Local Board. The rate had been fixed, but a deduction of ten cents could be had by providing buckets. The Manager of one of my companies—he is dead now, and I do not hesitate to speak of him—wrote me: "Buy the buckets and charge to us; get any old buckets you can; we don't care whether they hold water or not; we want the risk." And he got it. This Manager was one of the most successful I ever knew, and he got a beautiful obituary from all the papers when he died, to say nothing of bouquets from his colleagues. I wish you would bear in mind that there is a wide distinction between trickery and inconsistency. The tricky Manager is dangerous. He operates from ambush. The inconsistent Manager acts upon principle and in the open (when no bushes are convenient). He never knifes a competitor, but he is right handy with a club.

It was my intention in the outset—when I selected my subject—to formulate a kind of code for the practice of inconsistency. With that end in view I addressed a number of letters to fire insurance Managers, asking for their tables of experience, but the replies were so few and the data so meager that I was forced to generalize, as I have been doing. I might, however, give a few answers.

One Hartford Manager wrote: "Our best results from inconsistency come from our plan of allowing others to make rules while we put our own construction upon them."

(Laughter and applause.)

A New York correspondent wrote: "We are surprised and affronted at your letter. We are never inconsistent. We belong to tariff associations everywhere, and always abide by their rules when they do not conflict with our own."

(Laughter and applause.)

A Chicago man said: "Your letter would be looked upon as a facetious bit of satire, if the subject were not a serious one. The methods of our office are so well known, and our reputation for correct practice so long established, that our agents know they are always protected."

(Laughter and applause.)

From San Francisco the following was received: "Owing to the diversified interests in our territory, there are seeming incongruous platitudes or radiations, unindividualized at times, which give the glimmer of inconsistency to heterogeneous diagonals—still, such is not the case."

(Laughter and applause.)

An extract from a St. Louis letter is apropos: "No matter what may be said of inconsistency in fire insurance management, the feet of our women are smaller than those of the women of Chicago."

(Laughter and applause.)

Now, gentlemen, the wisdom of managerial inconsistency has a serious side. It becomes terribly serious when a Manager binds himself to observe a rule in one State and sits up o' nights figuring out how entirely it may be abrogated in adjoining territory, where the necessity for its observance is perhaps tenfold greater.

It is needless to add that this paper is meant as a defense of managerial inconsistency. The addition is made, however, lest some should imagine I had been talking in a satirical vein.

Now, then, let me close by defining my subject, thus carrying you back to the beginning, where this paper should have ended. The wisdom of managerial inconsistency is the science of right reasoning applied to hypothetical rules constructed for the justification of the sinner, either before or after the offense. And that is all there is to it.

(Continued applause.)

The President—

That completes the program for the Morning Session. I will state, however, that it is barely half-past twelve, and Mr. W. P. Harford is here, and as we will have all we can attend to this afternoon in disposing of the business that will come up aside from the papers, I think we can listen to Mr. Harford for a few minutes, and we certainly have a very fine audience, and we will all appreciate it highly. I take pleasure in introducing Mr. W. P. Harford, Assistant General Agent of the Aetna Fire Insurance Company, of Omaha, Neb.

(Applause.)

Mr. W. P. Harford—

Mr. President and Gentlemen: I am reminded that two centuries ago there was a very loyal Persian Queen who refused to dance before her drunken consort and his companions, and as a result she lost her job, and another was permitted to fill the vacancy. Now, it became known to my good friend here that I was engaged in the preparation of certain statistics showing the result of the Valued Policy Law, and he therefore, without my previous knowledge, wrote to me asking if I would present the result of my investigation. I hesitated somewhat, but remembering the fate of the Persian Queen, I immediately resolved to obey and wrote him accordingly, not wishing to lose my membership.

VALUED-POLICY INCENDIARISM.

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

The tables which I have prepared as a basis for this address were compiled from the sworn statements made to the Insurance Departments in those States in which valued-policy laws have been enacted. In each case these tables clearly indicate that the loss ratio has increased with such alarming regularity that it is now only a question of time when the last vestige of profit will have disappeared.

Such a condition of the insurance business has been almost fully realized in certain States where these laws have been longest on the statute books. This is especially true regarding Wisconsin, Ohio, Kentucky, Texas, and Missouri, where the loss ratio has increased until it is now one-ninth to two-fifths greater than it was prior to such enactments.

The experience of companies, as shown in these tables, affords incontrovertible evidence that such laws are incentives to incendiarism.

I have not sought to answer the hackneyed arguments of those who advocate such measures. From them we have had no presentation of facts to sustain mere abstract theories—theories which have nothing to commend them save only a seeming plausibility based always upon unsupported assertions. I would add no argument to the figures which I have collated. It is unnecessary. They present an experience that is unanswerable. "Figures do not lie."

In my compilation of these tables I have also made such an analysis of the Insurance Commissioners' Reports as to conclusively demonstrate that the enormous increase in the moral hazard in certain States is chiefly due to this adverse legislation.

In the light of the companies' sworn statements it is possible to closely approximate the aggregate loss attributable to this cause alone.

WISCONSIN, the pioneer in valued-policy legislation, presents unmistakable results in support of this assertion. In that State the valued-policy law was enacted in 1874. Prior to and including that year the average loss ratio was 50.07 per cent. For the first period of five years subsequent to this enactment the ratio was 63.44 per cent.

For the second period of five years, 58.85 per cent.; third period, 60.94 per cent.; fourth period, 61.04 per cent.; fifth period of four years, 63.38 per cent., making an average for the twenty-four years subsequent thereto of 58.20 per cent., showing an increase of 8.13 per cent. Six million two thousand three hundred and thirty-six dollars, or about one-twelfth of the total gross premium receipts since 1874, represents Wisconsin's burden of valued-policy incendiarism.

OHIO.—In 1879 Ohio followed the example of Wisconsin and passed a similar law. In the report of the superintendent for 1898 we find tables showing the premium receipts and losses covering a period of thirty years. We quote as follows from Mr. Matthews' report for that year:

"It will be noticed by an examination of the above tables that the ratio of loss prior to the enactment of the valued-policy law was 44.8 per cent.; and for the first period of ten years subsequent thereto, 58.9 per cent.; and the second period of nine years, 60.4 per cent.; or an average for the nineteen years subsequent of 59.5 per cent., which is an increase over the loss ratio for the ten years prior to its passage of 14.8 per cent. This increase of ratio of fire loss in Ohio since the passage of the valued-policy law in 1879 is very significant in view of the fact of our improved buildings and our improved fire protection in all the cities, towns and villages of the State. All the conditions in other respects remaining the same, the fire loss proportionate to the amount written, or premiums collected, ought to be 10 per cent. or 15 per cent. less since 1880 than it was before, while the contrary, however, is the result. I have no hesitancy in believing that over-insurance, sanctioned and encouraged by the valued-policy law, is the cause of the greater portion of this increased fire waste, and that this unnecessary waste will continue and grow worse so long as this statute remains a part of our insurance code."

Seventeen million three hundred eighty-six thousand and forty-four dollars is the excess contribution which insurance companies have made to Ohio patrons during a period of nineteen years for the encouragement of the crime of arson.

MISSOURI.—The valued-policy law in this State was passed in 1879 and revised in 1889. For nine years prior to the original enactment the loss ratio was 52.35 per cent. During the first period of ten years subsequent thereto it increased to 61.51 per cent., and in the second period of nine years it advanced to 65.97 per cent., making a gain of 13.44 per cent. over the nine years prior to its passage, or an average for the nineteen years subsequent of 64.13 per cent., showing an average gain in that time of 11.76 per cent.

During this period there was an increase in losses of \$9,382,127. This is Missouri's answer for a species of crime that had no legal encouragement prior to 1879.

KENTUCKY.—December 3d, 1892, the Kentucky valued-policy law was enacted. Prior to that date the average loss ratio was 58.02. Since

then it has increased to 64.82, showing a gain in six years of 6.80 per cent. During this short period the gain in losses was \$1,057,216. With the exception of Oregon and Nebraska, this is the highest average annual gain shown in any of the States.

If this Kentucky infant continues thus its destructive influence, what will be the record when it reaches its majority?

TEXAS.—The Texas valued-policy law was enacted in 1879. During a period of fourteen years prior to this enactment the ratio of losses was 61.06 per cent. In 1870 the loss ratio was 171 per cent. In 1877 it was 109 per cent. of the premium receipts. Were we to eliminate these two unprecedented years, the ratio for the remaining twelve years preceding 1879 would be only 47.41 per cent., about the usual normal average in those States where the valued-policy law does not obtain.

For nineteen years subsequent to 1879 the loss ratio increased to 63.46 per cent., showing that Texas has reached the danger line where the possibility of profit is practically hopeless. One million two hundred and ninety-five thousand nine hundred and thirty-seven dollars is the excess contribution to Texas as a result of this law.

KANSAS.—The Kansas valued-policy law was enacted in 1893. Prior to that date the average annual loss ratio was 47.93 per cent. Since this enactment the ratio has increased to 53.05 per cent., showing a gain in only five years of 5.12 per cent.

OREGON.—In this State the valued-policy law was enacted in 1893. The previous average annual loss ratio was 41.56 per cent. The subsequent average increase in five years to 53.24 per cent., showing a gain of 11.68 per cent., an average annual increase of 2.33 per cent., making an additional burden of \$494,428—an increase due solely to the same incentive.

NEBRASKA.—For nine years prior to the passage of the valued-policy law in this State in 1889, the average loss ratio was 35.88 per cent. During the subsequent nine years it increased to 51.12, showing an average gain of 15.24 per cent. This is the second largest average annual gain, and has compelled the companies to contribute \$2,323,261 for the encouragement of incendiarism.

The valued-policy law has created a distinctive hazard in addition to the moral hazard resulting from all other causes, and for this reason it may be properly designated as valued-policy incendiarism.

The total amount paid by companies in the eight States already mentioned, as a result of this species of incendiarism, aggregates \$38,383,560. If eight States can produce such an alarming result so clearly attributable to this cause, we naturally ask, what are the possibilities in the other eleven States where this law is also in force?

During the past nine years the total losses paid in the United States from all causes amounted to \$664,713,165, which made a total loss ratio of 58.09 per cent. If we could eliminate from this amount the excess loss of \$38,383,560, which resulted from valued-policy legislation in the

eight States above mentioned, it would reduce the general ratio to 54.31 per cent.

What, then, is the inevitable conclusion? We would answer, had this inimical legislation never taken place in any of the States the loss ratio would scarcely have risen above 45 per cent.

During the past ten years the average expense ratio was 37.31 per cent. This, added to Missouri's loss ratio of 65.97 per cent. for the same period, shows that 103.28 per cent. has been expended, or 3.28 per cent. more than the gross receipts, for the privilege of doing business in that State.

And this same expense ratio to the Texas loss ratio of 63.45 per cent., and we shall see that for the past nine years the companies in Texas have expended almost 101 per cent. of the gross premium receipts.

Added to the Kentucky loss ratio of 64.13 per cent., we find that the total cost of the business in that State for the past six years was 101.13 per cent. of the gross premiums.

There are nineteen States that have enacted valued-policy laws. In thirteen of these States the laws have been in force from five to twenty-four years. In six of these they have been on the statute books only from one to two years, not yet long enough to establish the average increase in the loss ratio incident to such legislation.

When, in this connection, we take into consideration the tendency to reduce rates and pay increased commissions, we cannot avoid the query, "What will the harvest be?"

ARKANSAS AND DELAWARE.—The valued-policy law was enacted in 1889.

In **MISSISSIPPI** it was passed in 1892.

Letters received from each of the Commissioners of these States convey the information that the Legislature had made no provision for publishing insurance reports. For this reason no reliable data could be obtained upon which to base a comparative statement.

The **OKLAHOMA** valued-policy law was enacted in 1890. Prior to that time there was no Insurance Department in that Territory. A comparative statement is, therefore, impossible.

NEW HAMPSHIRE.—The valued-policy and anti-compact laws were passed in August, 1885. In September following the companies of other States withdrew from that State because of this hostile legislation. New Hampshire was therefore deprived of the protection afforded by the leading companies until January, 1890. Without regarding this fact, Insurance Commissioner Linehan sought to make an average loss ratio for thirteen years subsequent to 1885, whereas a proper average should not have included the years of retirement above mentioned. Such an average as the one made by the Commissioner cannot be accepted as either a fair or correct comparative statement.

(Applause.)

Upon motion, duly seconded and carried unanimously, the meeting stood adjourned to 3 o'clock p. m.

AFTERNOON SESSION.

THURSDAY, September 28, 1899.

3:00 p. m.

The meeting was called to order by the President occupying the chair.

The President —

The first thing on our program this afternoon is a paper entitled "The Pranks of Electricity," illustrated, by Mr. W. T. Benallack, Electrical Inspector of the Michigan Inspection Bureau.

The practical illustrations accompanying this paper will, I am sure, prove a great treat to our members, and I trust you will give it your closest attention.

I take great pleasure in introducing Mr. W. T. Benallack.

(Applause.)

PRANKS OF ELECTRICITY.

Mr. W. T. Benallack—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

I fully appreciate the compliment and honor conferred upon me in being asked to read a paper before this Association. It is not my intention to go into details that are technical or theoretical, nor will I use any terms or phrases that, in order to be understood, will require any special knowledge of electricity. What I believe is desired is a simple talk on the subject, and that is what I shall endeavor to give you.

The National Electrical Code, which is now the recognized standard governing the installation of electric wiring and apparatus, is written in as simple a manner as possible, but it is necessarily technical, as it is designed for the use of electricians, and unless the insurance man is somewhat posted in electricity, it is of little use to him. Except among the insurance and electrical interests, or those who may have made a special study of the subject, there are but few who realize the importance of the various "Pranks of Electricity" and their relation, as a hazard, to the fire insurance business.

A few years ago I was employed in installing electric light plants in towns throughout the country. At that time the prevailing remark was, "Electricity is a wonderful thing, but it is still in its infancy," and my reply, which I used in every case, was—"Yes, but it is quite a healthy infant." Now, without doubt, a great many of the companies represented here should feel a fatherly interest in this infant, for you have contributed many dollars towards bringing it up. It has now grown to be a full-sized adult with a large family, for it has invaded

almost every industry in its various applications, from the electrocution of criminals down to the thawing of frozen water pipes, and statistics of the past ten years show a great loss of life and property due to defective electrical construction. Probably one of the most important fires of electric origin, which has occurred recently, was the complete destruction of the exhibition buildings at Como, Italy, on July, 8th. An electrical exposition was being held in honor of Volta, from whose name the term "volts" is derived. Several eye-witnesses testify to the fact that, in some manner, two wires came in contact and caused a flash, which ignited the woodwork, and in a half hour the buildings were leveled to the ground. Many scientific records and Volta relics, which cannot be replaced, were entirely destroyed. On September 4th, a fire occurred in the electric power-house of the Niagara Falls Park & Railway Co., resulting in a loss of \$90,000. As stated in one of the Electrical Journals, the fire, so far as known, originated from a short circuit in the alternating lines in the basement of the building. Nothing could demonstrate more forcibly the necessity of doing a high grade of electrical construction. I do not know in just what condition the wiring was in either of these installations, but, if we judge by the disastrous results, it would indicate that it was not of the best.

A great many electrical men will say that numerous fires attributed to electricity do not occur from that source, and I fully agree with them, but I believe the actual aggregate loss is greatly underestimated.

In numerous cases where fires have occurred, and it was known that the wiring was in bad condition and trouble had arisen at various times, while every indication pointed to the fact that the fire had been caused from the wires, it is frequently impossible to determine the exact cause, as the origin itself is usually the first thing to be destroyed. It is natural to assume that a great many fires of "unknown origin" are really due to electricity, for in the majority of buildings equipped, the current is "on" at all times, and if conditions are such that a fire is liable to originate, it is just as liable to occur when there is no one present, and in the event of any great damage to the building the chances of locating the origin are remote.

Our most valuable information has been obtained from incipient fires which left complete evidences of their origin, or when the fire started in the presence of the occupant; and, in numerous cases, fire has occurred at one point in the building due to certain defects in some distant part, and if the fire has not been of too great dimensions the origin will be very apparent. For instance, fuses may have burned out and been replaced with a piece of copper wire, solder, a nail; or a fuse of too great capacity to properly protect the smallest wire on the circuit. Later, when probably the same trouble had again arisen, instead of, as designed, the fuse melting and disconnecting the current, the small wire has overheated, set fire to the insulation and communicated to the building.

Increased investigation of the causes of fires develops the fact that many of the fires of "unknown origin" are really due to defective wiring. When there is a mystery attached to the origin of a fire, allusion is usually made to the "deadly wires" in the building being responsible. The allusion is undoubtedly correct in many instances, but, in justice to the electrical business, I will say, that a building thoroughly equipped with electricity for either lights or power, when installed by competent parties in strict accordance with the requirements of the National Electrical Code, is less liable to have a fire originate from that source than any of the general causes.

Among a certain class of electrical men there exists a prevailing impression that the underwriters are unjustly prejudiced against electricity. The impression is a false one, and has originated from the fact that it has fallen to the lot of the insurance companies to see that wiring is safely and properly installed, and when it has been found defective it has been condemned. In justice to the insurance companies I will say, that in every case our Bureau advocates the use of electricity as being the safest mode of illumination or power, our only condition being that the equipment be installed in accordance with the National Code. The above impression, I am glad to state, is not shared by the Superintendents or Managers of the large and most important central station plants, for I have known numerous instances where the electric light company has refused to furnish current to equipments that were defective. Such action has materially assisted us in securing an improved standard of work, and it is needless for me to say, has been greatly appreciated.

What was long desired was a uniform set of electrical rules. This we now have, together with a list of approved fittings, which is issued as a supplement to the rules, containing devices and materials upon which tests have been made under specifications given in the National Code. It has been invaluable to inspectors as a convenient reference for the names of manufacturers of approved devices, and it has given us that which is more important—a uniformity of opinion that has obviated that difficulty which is bound to arise from a difference in the minds of experts. It is apparent to all that a device approved for use in one State ought to be suitable for use in the entire country, or else it ought not to be allowed at all. Too much cannot be said in favor of a National Headquarters, such as the Underwriters' Bureau of Fire Protection Engineering in this city, for the inspection and test of all devices and materials entering into the fire hazard.

The use of the National Electrical Code is now practically universal, and electric light companies and contractors are being more impressed daily with the importance and necessity of doing a high grade of electrical work. It is manifestly most satisfactory from every point of view. It means to the Central Station more modern and economical operation, as the removal of leakage due to grounds and imperfect insulation makes a saving in the coal pile; to the con-

tractor, so that when current is turned on the entire equipment is ready for use, instead of having to remove grounds and short circuits. It also puts his business on a higher standing, and has a tendency to keep it somewhat out of reach of the ordinary wireman, who, when getting out of a job, is located in business the next day competing with his former employer who has been in business for years and has an expensive office to maintain; to the consumer, that he has less interruption to service and the consequent annoyance of the lights going out when they are most needed. And from an insurance standpoint, it means one of the greatest hazards reduced to a minimum.

An evidence of the improved condition of electrical equipments is apparent, that in spite of the fact that there has been a wonderful increase in the number of installations, the number of fires and the resulting losses therefrom have materially decreased, and in the territory under my inspection practically all of the electrical fires have been on the old wiring, which, in most cases, was done before we provided any general inspection.

There still remains a great deal of old wiring, and there will always be a certain amount of defective work being done. I refer especially to those towns where no inspections have yet been made, and outside of the changes from wood to porcelain devices, very little attention is paid to any rules for safe wiring. In Michigan, which is the territory under my inspection, there are about two hundred towns that have central station lighting plants in operation; of these I have visited about seventy-five, taking up new towns as fast as my time permits, and I find that with very few exceptions there is hardly one equipment installed in strict accordance with the Code. I notice that a rigid inspection and criticizing of defects in one town, has a good influence toward improving the conditions in adjacent towns, so I endeavor to make my visits over the territory as scattered as possible.

There is one important subject upon which I feel something should be said. I refer to lighting and power from railway wires, or trolley current, as it is commonly termed, the use of which is not permitted by the National Electrical Code, except in railway cars, electric car houses and their power stations. Where buildings have been equipped with this current, an additional charge of one per cent. has been advised, which has prevented its use to any great extent; still, we have to be continually on the alert to keep these equipments from being installed, as some agents will occasionally give permits for its use, and in certain localities some of the companies have not given the matter much attention and have not insisted on the one per cent. additional being collected. New railways are being put in all over the country, providing a means by which those living in close proximity to the lines can secure the current for use in their premises. The current is not a desirable one, and is only used, as a rule, because no other current is obtainable. Under certain favorable conditions, motor equipments might be installed in a reasonably safe manner by building

a small room of brick, tile, or fire resisting material, locating the motor and current carrying devices therein, with the service wires entering direct to this room. However, it would not do to allow its general use, as it would be but a short time when the electric railways would be doing quite an extensive lighting and power business, and equipments would be going in all over the country in isolated sections where there is no inspection, or fire protection, and there is no doubt that it would result in numerous fires. For various reasons, rates have decreased until the conditions are such that many of the companies will probably do business at a loss, unless the loss ratio is kept down. It would, therefore, seem advisable not to allow this hazard to gain a foothold, and I would respectfully urge that the companies should insist upon the additional one per cent. in every case.

A few words regarding the manner of inspection. I believe that an inspector examining any equipment of importance should, after completing his survey, arrange to step into the office and explain the conditions thoroughly to the superintendent or electrician, if they have one. I find, as a rule, that in looking over a large risk, the owners usually have the impression that their plant is in excellent condition, regardless of the time it was installed, or how it has deteriorated. With but few exceptions I have succeeded in securing the promise to correct the defects at once, and I have felt confident that in a great many cases this could not have been done by a formal letter, unless by special pressure being brought to bear by the companies controlling the risk, and that is something that I avoid asking for, unless absolutely necessary. An inspector's position may at times be an unpleasant one, as he is continually finding fault, and it is difficult for a fault-finder to get along without receiving occasional criticism, but I am sure his path will be smoother if he will spare a portion of his time in making good explanations, instead of leaving it all to an extensive report sent after he returns to his office. I consider that a competent inspector of electrical equipments should have a thorough knowledge of electrical construction, but I am sure that a liberal supply of tact and courtesy will be of great assistance to him.

I have here a few evidences of the "Pranks of Electricity," every one of which has been taken from actual practice and clearly illustrates the fact that there is sound reason in the underwriters asking that there be a proper standard to which all electrical wiring and apparatus should conform.

Prank No. 1 consists of a collection of fuses (?) taken from cut-outs when making inspections. They consist of a rather useful assortment, ranging from a carpet tack to a 2½ inch wire nail, including pieces of copper wire, flexible cord, and type metal. The nail I took from a cutout on a theater switch-board, and when I spoke to the electrician (?) about it, he said, "What else can I do? Every time I put in a fuse it blows out." I modestly suggested that he remove the trouble from the circuit, and possibly the fuse might not blow. I was

inspecting an equipment not long ago and found the fuses too large to properly protect the smallest wire on the circuit. I called the electrician's attention to the fact that a fuse half the size would be proper and at the same time sufficiently large to carry all the current on the circuit. He informed me that I was wrong, making the following explanation: "I have six amperes on each wire; that makes twelve amperes on the cutout." In other words, I wear number fourteen shoes, seven on each foot. Good and proper fusing covers a multitude of sins, but with a good grade of work, good ceiling rosettes and sockets, the fewer fuses the better, one double pole branch cutout to the ordinary circuit of eight or ten lamps being quite sufficient. Where individual ceiling cutouts are used, the small fuses will frequently melt without any apparent cause, probably due to the binding screws becoming loosened by the usual building vibration. The National Code does not prohibit the use of individual fuses for drop lights, but I believe an equipment is better off without them, and in such places as flour mills, elevators, woodworking establishments, or in places liable to an accumulation of dust, I always specify that the fuse blocks controlling the various circuits be arranged in groups, located in cabinets lined with asbestos or other fire-resisting material, thereby making them convenient to get at in case of trouble, and at the same time removing the danger of a flash from a blowing fuse igniting dust that has settled close to the cutouts.

Prank No. 2 shows the effect of the grounding of a series arc wire on the limb of a tree, illustrating one reason why the Code does not allow high potential wiring to be concealed in buildings.

Prank No. 3 shows a burnout on a wooden hangerboard for series arc circuit, illustrating the reason for asking that hangerboards be made entirely of non-combustible material.

Prank No. 4 is a series arc cutoff switch, the continued operation of which destroyed the contact points and burned it out. The location of the switch was such that no damage was done except to the device itself.

Prank No. 5 is a drop light taken from a soap factory, showing the conditions to which some concerns will allow their wiring to deteriorate. This lamp was in use in its present state when removed.

Prank No. 6 consists of burned out wooden rheostats, the larger one being used to operate a motor supplied by current taken from the trolley wire. These burnouts illustrate clearly why the Code specifies that rheostats must be entirely non-combustible.

Prank No. 7 consists of burned out rubber insulating joints and fixture canopies, illustrating why joints should be of mica insulation, and why fuses are not allowed in the canopies of fixtures.

Prank No. 8 consists of burnouts on gas and steam pipes, the most interesting of which is the piece of gas pipe with the wires attached, which I secured while investigating the origin of a fire which occurred in one of the finest churches in the city of Detroit. The janitor was

leaving the building and thought he smelt smoke, and upon searching the basement he found there was fire in the walls; he immediately sent in an alarm and the fire department promptly extinguished the blaze with but a loss of \$120. Had the fire occurred an hour later, the loss would have been extensive, and the chances are the origin would not have been ascertained. After concluding my investigation, I found that the wires, as you see them here, were No. 16 (smaller than is allowed), and they were tapped direct to a No. 6 feeder without any fuse protection. The wire upon which there was no tubing came in contact with the gas pipe, and there being nothing to protect it but the fuse in the feeder wire, which was too large, it fused a hole through the pipe and ignited the gas. This illustrates why cutouts should be used at every point where a change is made in the size of wire, unless the cutout in the larger wire will protect the smaller. Also, that tubing should be used to protect wires from contact with metal pipes.

Prank No. 9 is a piece of pipe used as underground conduit for fire-alarm wires, showing the effect of electrolysis. This trouble was promptly located, but might have been serious had it been necessary to send in a fire alarm from that particular circuit. Electrolysis can be prevented by the use of a supplementary ground feeder wire connected at proper intervals to the tracks.

Prank No. 10 shows punctures made by lightning discharges. You will note the similarity of burnouts between that of the ordinary electric light arc and the lightning. Considerable loss has been due to lightning discharges, and the Code recommends that lightning arresters be connected at intervals over systems in such numbers and so located as to prevent ordinary discharges entering (over the wires) buildings connected to the lines.

Prank No. 11 consists of a few "sore finger" splices and connections, the principal two having been taken from the main wires of an isolated plant. A good splice is also shown for comparison. The good splice was taken from the scrap heap, and the poor one right from the wires that were in use every day, the weight of the wires themselves being the only way that a contact was secured. The Code specifies that all wires must be so spliced or joined as to be both mechanically and electrically secure without solder; they must then be soldered to insure preservation, and the joint covered with an insulation equal to that on the conductors.

Prank No. 12 consists of a burnout on a metal ceiling, demonstrating why tubes should be used to insulate conductors from metallic contacts.

In addition to the twelve specimens that I have just shown you, I have a miscellaneous collection of burnouts consisting of weatherproof wire run in moulding; burned out telephone cable caused by a wire falling across the trolley three miles away; telegraph relay showing effect caused by wire falling across trolley; heating effect of incandescent lamp; and numerous switches, sockets, cutouts, etc., all demonstrating a hazard in some form or other.

It would hardly be convenient for you to examine these "pranks" at the present time, but to those who have the time and feel sufficiently interested, I will say that, as soon as the meeting is adjourned, I will be pleased to have you look them over, ask any questions regarding them, and I will be glad to explain any points that I may not have made clear. I am greatly indebted to various Electric Light Managers and Superintendents who have from time to time permitted me to secure these evidences of defective construction and devices. Their courtesy is especially appreciated, for to certain people it may seem that the exhibiting of these burnouts could be used in a way detrimental to the lighting business.

(Applause.)

The President—

If there are any present who would like to ask Mr. Benallack any questions in reference to these matters, now is the time to do it.

Whereupon many of the members questioned Mr. Benallack regarding the many objects upon the table, illustrative of the address, and received prompt and full answers from him.

Mr. H. C. Eddy—

Mr. President, I should have been delighted to have heard the paper of Mr. Benallack. No doubt he has given us a very valuable paper, but I came in late. I have enjoyed exceedingly the interest which is evidently manifested by this body, from the inquiries that have been made.

Some five or six years ago we had, as many of us remember, a series of lectures upon this subject which took two or three days, and we had a very large attendance, and the seeds of interest then dropped certainly fell in good ground, and I rise, Mr. President, to say to those gentlemen who are still investigating along the line of electric wire hazard, that we have in this city now a laboratory of which Western men are truly proud, and which is open at all times during all the day, where any gentleman can visit it, at No. 67 21st street, and you will have opportunity there, if you wish, of more closely investigating this subject, and of having tests made of any character that you desire. I hope as many of you as care to, will avail yourselves of this opportunity.

Mr. H. N. Wood—

It is with a great deal of sadness I rise to call the attention of the many friends here to word received that Mr. Christian Hartman died in Omaha at 3 o'clock this morning, and I wish to suggest that it would be proper for this body to express to the family the sympathy and respect of this Association, and if permitted, I will name the following gentlemen to perform that duty for us.

The President—

We should be pleased to have you do so.

Mr. Wood—

Messrs. W. E. Hitchcock, H. B. Coryell, and J. F. McSween.

The President—

Those gentlemen will please give it the necessary attention.

The President—

The last paper just read completes the program for the second day of our meeting.

We have some obituary notices that we would like to have read before our members, and particularly one in reference to that dear old friend of ours, J. O. Wilson. Mr. Wilson, as you all know, was one of the very few Honorary members of this Association.

The majority of the Committees appointed on other deceased members, ask that their reports be handed to the Secretary and included in the Proceedings, and not read, and as there is some other important business to be transacted before we adjourn, we will pass them all with the exception of the one on Mr. J. O. Wilson.

REPORT OF COMMITTEE UPON THE DEATH OF
MR. JOHN OLIVER WILSON.

Mr. George W. Hayes (Chairman of Committee)—

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION :

This accomplished gentleman and old-school underwriter silently takes his place in the list of our honored dead. Joining this Association in July, 1872, its fifth President in 1876, the memory of his services as organizer, writer and debater, is prized as a cherished possession.

His record in the '60s as Iowa State Agent of the New York Underwriters, and then of the Franklin Fire; his later career in the '80s as Chicago Manager of the Union of Philadelphia, Star of New York, and Atlas Insurance Co., brought him prominently before the underwriters of the West as a capable and diligent executive, faithful to the highest ideals of honor and sound practice.

His later services as Secretary of the Local Board Commission at Cincinnati, and his recent work as Manager of the business departments of the *Insurance Monitor* and *Insurance Law Journal*, kept him in agreeable touch with insurance interests, and employed his rare faculties of taste and judgment in congenial occupation in the evening of his life.

He had few equals as a pleasing orator and ready debater, and to his rich gifts of utterance was added the charm of a delightful personality that made him a beloved center of interest in any assembly.

We shall miss his kindly presence at our annual meetings. His after-dinner oratory will be heard no more, but the gentleness of his life and the broad charity of his spirit will ever abide with us as a benediction of grace.

Resolved, That this Minute be printed in our Proceedings, and a copy be sent to his family.

GEORGE W. HAYES,
J. M. DECAMP,
M. H. N. RAYMOND,

Committee.

Upon motion, duly seconded and unanimously carried, the report was adopted by a rising vote.



J. O. Wilson

MANAGER INSURANCE MONITOR, NEW YORK.

In Memoriam.

1899.

John O. Wilson

NEW YORK

Manager Business -
Finance Monitor and

Born August 2, 1841
Died September 1, 1899

AGED 57 YEARS



H. W. Wilson

NEW YORK INSURANCE MONITOR, NEW YORK.

In Memoriam.

1899.

John O. Wilson

NEW YORK, N. Y.

**Manager Business Department Insur-
ance Monitor and Law Journal.**

Born August 2, 1830.

Died September 6, 1899.

AGED 69 YEARS.

REPORT OF COMMITTEE UPON THE DEATH OF
MR. KARL SCHMEMANN.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

On May 30, 1899, there passed from this life Mr. Karl Schmemann, who died at Mt. Clemens, Michigan, while in search of the restoration of his health.

Karl Schmemann was known to all as an honest, honorable man. His quiet way, his kindness to his family and his associates, were praised and admired.

He was born at Hagen, Germany, July 26, 1842, and educated in the Gymnasium at Hagen and Dartmund and the literary college at Osnabruk (Hanover), graduating from the latter institution in 1861. He then emigrated to the United States, and shortly after his arrival in this country accepted a position as clerk in the United States Land Office at Detroit. In 1867 he was appointed Local Agent of the Buffalo German Insurance Co. organized that year, being the first agent of the company appointed in Michigan, and served in that capacity until his death. In 1879 he was appointed General Agent of the German Insurance Co. of Buffalo, N. Y., and served as such until its withdrawal from the State. In 1889 Mr. Schmemann was appointed General Agent of the St. Paul German Insurance Co., and held that position until the company's failure in 1892, when he was appointed General Agent of the Milwaukee Mechanics Insurance Co., a position he was holding at the time of his death.

He was of a literary and philosophical turn of mind and had published a number of books on political, social and philosophical topics in German and English. He was one of the principal stockholders of the Freidenker Publishing Co. of Milwaukee, publishers of "Der Freidenker", a political and philosophical German weekly, and was a regular contributor to its columns. He also had one of the finest selected private libraries in the State.

To have known Karl Schmemann was a privilege, as he had about him constantly the aroma of good will and good fellowship.

He has gone from us, but memory holds him yet in view. To turn and look backwards into the court of the departed is to bring again into life loved forms and faces, among which, crowned with sunshine, stands our Brother Karl Schmemann.

He was a man unusually well fitted for the duties of life, bringing to their exercise keen perception, an educated mind and a heart free from guile. He passed away while yet in the meridian of life, but bequeaths to those who came within the radius of his example

and influences, qualities of mind and heart that cannot be too highly praised or too closely imitated.

What more could be said of any man than that he was of kindly heart toward all, honest, upright and true, commanding the respect of his fellow men, and a genuinely royal man in his own home.

"Sleep 'til the shadows take
Their endless flight,
Until the morning break
Good night, good night, good night."

CHAS. A. REEKIE,
GEO. A. ARMSTRONG,
FRANK A. VERNOR,
Committee.

1911

1912



KARL SCHMEMMANN,
GENERAL AGENT MILWAUKEE MECHANICS INS. CO.

In Memoriam.

1899.

Karl Schmitt

DETROIT, MICH.

General Agent Milwaukee & Waukegan
Ins. Co.

Died May 30, 1899.

AGED 5 YEARS.



CARL SCHMEMMANN,

MANAGER, ST. MILWAUKEE MECHANICS INS. CO.

In Memoriam.

1899.

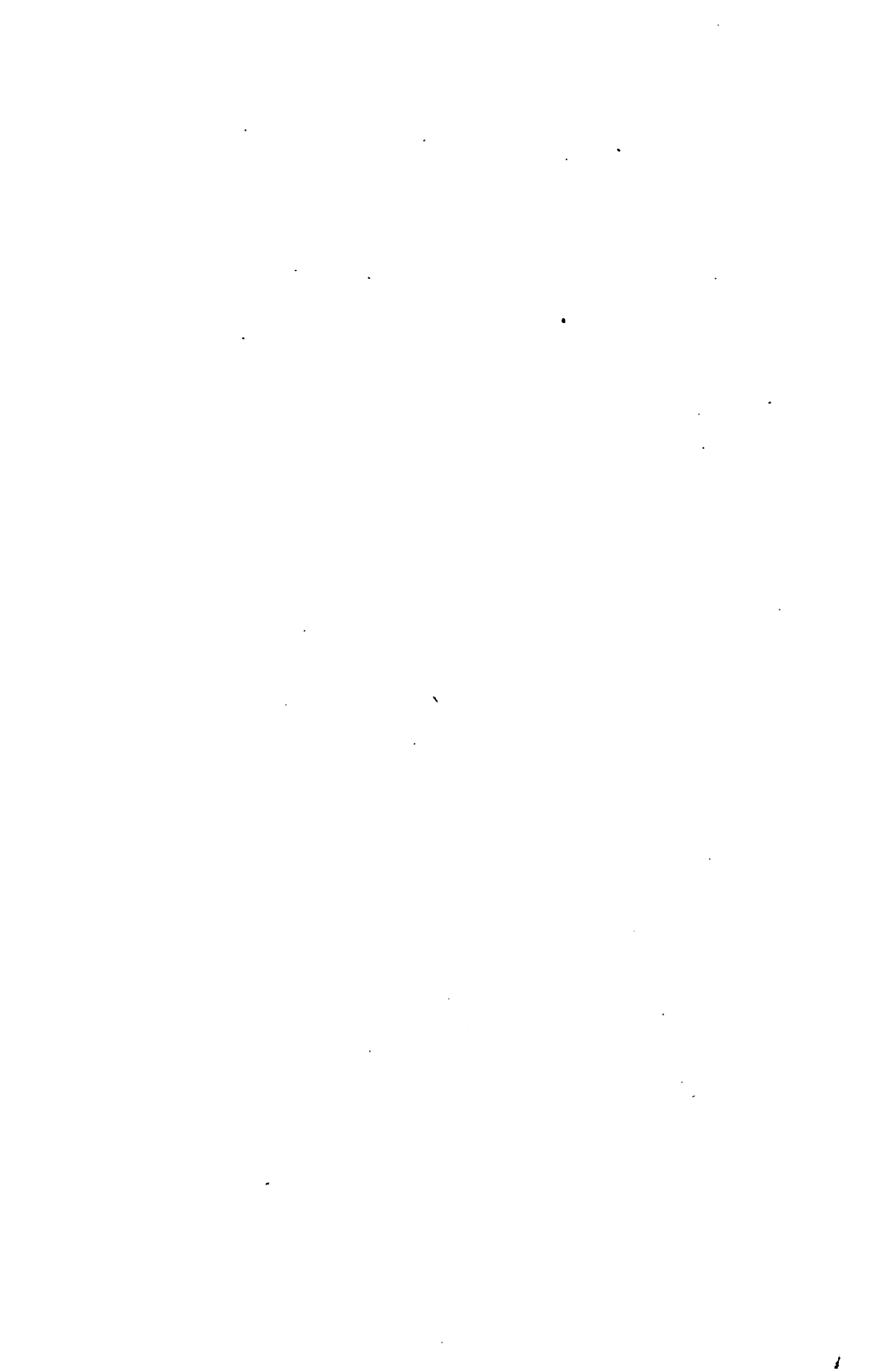
Karl Schmemann,

DETROIT, MICH.

**General Agent Milwaukee Mechanics
Ins. Co.**

Died May 30, 1899.

AGED 57 YEARS.



REPORT OF COMMITTEE UPON THE DEATH OF
MR. GEORGE H. GILBERT.

TO THE MEMBERS OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE
NORTHWEST:

George Henry Gilbert was born in Faversham County, England, January 26, 1865. He began his insurance career in the local office of Messrs. Thomas and W. A. Goodman, Chicago, Ill. Later he entered the employ of William E. Rollo & Son, and was subsequently promoted to Special Agent of the Girard Fire and Marine Insurance Company for Illinois.

Mr. Gilbert was a most capable and efficient field man, genial, warmhearted and true to his friends, straightforward and courteous in his daily business life—a man with whom it was a pleasure to come in contact, and in whom might be reposed implicit confidence. Although one of the younger members of our Association, he took great interest in its proceedings, and his death is a serious loss, not alone to his bereaved wife and friends, but alike to this body.

Mr. Gilbert left for Southern California in the early part of the present year, hoping a change of climate would benefit his health. His efforts were too late, however, and the grim Messenger of Death called him into the Great Beyond June 9, 1899, at Denver, Colorado.

Be It Resolved, That we, his friends and associates of the Fire Underwriters' Association of the Northwest, hereby unite in the expression of our deep sorrow at this, our loss, and that we bow in humble submission to the will of Him who doeth all things well.

Resolved, That we tender to his wife and relatives our heartfelt condolence and sympathy, and say to them, as a measure of consolation in their irreparable loss:

That it is the sense of this Body, composed of his business associates and friends, that he was a man concerning whom it may be said "He did not live in vain."

Be It Further Resolved, That a copy of these resolutions be sent to the family of our deceased associate.

J. B. HALL,
JOHN HANRAHAN,
JOHN E. SHEPHERD,

Committee.







GEORGE H. GILBERT,
SPECIAL AGENT GIRARD FIRE AND MARINE INS. CO.

In Memo-

1899.

Geo. H. Gilman

CHICAGO.

Special Agent General
H. C. Gilman

Died June 2, 1899.

AGE 41.



GEORGE H. GILBERT,

SOLE AGENT GIRARD FIRE AND MARINE INS. CO.

In Memoriam.

1899.

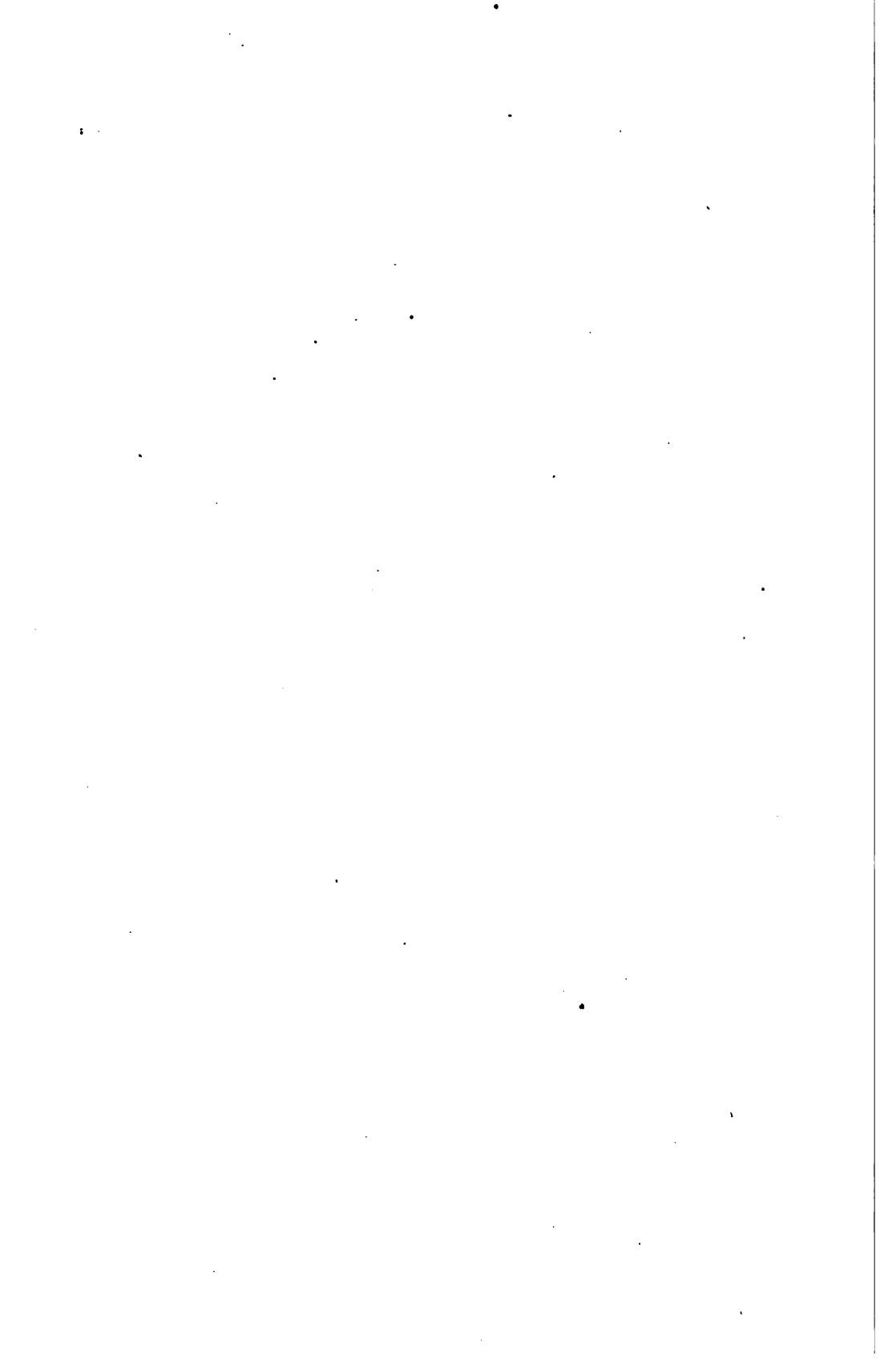
Geo. H. Gilbert,

CHICAGO, ILL.

**Special Agent Girard Fire and Marine
Ins. Co.**

Died June 9, 1899.

AGED 34 YEARS.



REPORT OF COMMITTEE UPON THE DEATH OF
MR. JOHN E. THOMAS.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

John E. Thomas was born at Dixon, Ill., June 4, 1862. He died at Cairo, Ill., February 3, 1899.

Between these two limiting pages of the book of a human life—the first, its title page; the second, the page on which Death's sad "Finis" was imprinted—between these pages lies the history of a career which, in relations of friendship, intimately touched, and in point of business activity, ran closely parallel with the lives of many members of this Association.

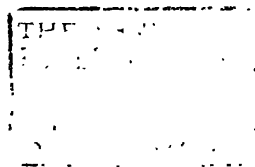
The public schools of his native city furnished John E. Thomas the opportunity for his educational preparation for the activities of manhood's career. Following the trend of parental occupation and adaptation, he engaged in the fire insurance business as a Local Agent at Dixon, in 1882, when only 20 years of age. Twelve years later, in 1894, he had given such practical evidence of an intelligent grasp of methods and principles pertaining to a successful pursuit of the business of his choice, that the Liverpool & London & Globe Insurance Company advanced him from his private position as a Local Representative of the profession to the responsible appointment of Special Agent to guard its interests in the Illinois field. In this capacity he faithfully and successfully served his company up to the mortal day when, under an attack of acute meningitis, death seized him while on duty's errand at the farthest point of his field away from home.

Sagacious in business, companionable in company, generous in disposition and firm in friendship, he enlisted a large number of friends among his associates of the field, among Local Agents, as well as among his private acquaintances. Even in the early prime of life, with much of life's ambition yet unachieved, with some of its laudably coveted laurels still unwon, our friend Thomas was called from the circle of our Association.

To the family of the deceased subject of this report, the father himself being an honored member of this Association, we hereby express our sincere and united condolence.

H. H. RASSWEILER,
M. P. VORE,
JAS. J. JOHNSON,

Committee.





JOHN E. THOMAS,
STATE AGENT LIVERPOOL AND LONDON AND GLOBE INS. CO.

In Memory of

1870

John H. [unclear]

DIXON,

State Agent Liverpool
Globe Insurance Co.

Died February 1870

AGED 44 YEARS



JOHN E. THOMAS,
AGENT LIVERPOOL AND LONDON AND GLOBE INS. CO.

In Memoriam.

1899.

John F. Thomas,

DIXON, ILL.

**State Agent Liverpool & London &
Globe Ins. Co.**

Died February 3, 1899.

AGED 37 YEARS.



REPORT OF COMMITTEE UPON THE DEATH OF
MR. GEO. W. REYNOLDS.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

George Winston Reynolds passed away November 2, 1898, at St. Louis, Mo., aged 44 years, and was laid to rest by loving hands in the city of his birth, Bedford City, Va.

Mr. Reynolds started his business career in his father's bank at Bedford City, afterwards engaging in the local insurance business. In the early '80s he attracted the attention of the Secretary of the Louisville Underwriters, and was employed by him as an Executive Special Agent, having charge of the larger Agencies in several States. When this company retired from the General Agency business, Mr. Reynolds associated himself with the Norwich Union as State Agent for Ohio. In 1891 he resigned that position to accept the State Agency of Indiana for the Niagara Insurance Co. He was transferred by this company in 1894 to St. Louis and placed in charge of Missouri and Iowa, retaining this position until early in 1898, when failing health compelled him to resign.

Always cheerful, genial and warmhearted, his ready wit and amusing anecdotes made him welcome at every gathering of his friends, and he will be sadly missed at the annual meetings of this Association, which he joined at the Sixteenth Annual Meeting, held in the hall of the Methodist Church Block, in this city, September 23 and 24, 1885. We mourn him as a cheerful friend and co-worker, and extend to his family our heartfelt sympathy in the loss of a loving husband, son and brother.

D. W. ANDREWS,
J. GEORGE STAUFFER,
JOHN HOOVER,

Committee.





GEO. W. REYNOLDS,
SPECIAL AGENT NIAGARA FIRE INS. CO.

In Memoriam

1896

Geo. M. Raymond

ST. LOUIS, MO.

Special Agent in Charge

Died December 1, 1896

AGED 44 YEARS



GEO. W. REYNOLDS,
SPECIAL AGENT NIAGARA FIRE INS. CO.

In Memoriam.

1899.

Geo. W. Reynolds,

ST. LOUIS, MO.

Special Agent Niagara Fire Ins. Co.

Died November, 1898.

AGED 44 YEARS.



REPORT OF COMMITTEE UPON THE DEATH OF
MR. FRANK A. THOMPSON.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

A genial spirit, a kind father and a loving husband, one whose counsel and aid were ever at the command of those whose position in life was less favorable than his own, were but few of the glorious qualifications of him whom we mourn as a deceased friend and associate.

Born in the year 1857 in Utica, New York, and educated in the public schools of that city, he commenced his career as an underwriter at the age of 18 in the office of Messrs. Hoyt & Butler, in whose service he continued for several years, his efficient work earning for him promotion in the line of special work with the North British and Mercantile. His valued services had been duly recognized in this branch of the work, and his success bid fair to place him in high position, when he was laid low by that dread enemy, tuberculosis, making it necessary for him to make his home and cast his fortunes in the growing and health-restoring West. Making Denver his adopted place of abode, he again entered the ranks, forming one of the firm of Crater & Thompson, and of which firm he remained a member, until called upon to assume the management of the Colorado, Wyoming and New Mexico Compact, a position which he held with much credit to himself and satisfaction to those with whom he came in contact. Here again his high qualities having become apparent, his services were sought and secured by the Denver Insurance Company, his position being that of Secretary, and in connection with which he also became identified with the well-known and much-respected firm of Cobb, Wilson & Co.

After several years of faithful and highly successful work in this connection, the local branch of the service again appealed to him and he again entered it with Mr. J. F. Benedict, one of the early results of the partnership being the succession of the firm of Thompson & Benedict to the large and well established agency of our late friend and associate, Anthony Sweeney.

It was while still in this last connection that the dread disease which had caused him to sever his earlier and successful relations with the Eastern field and which had lain dormant since 1889, again made itself manifest, making his second retirement from active business necessary and which, finally conquering, caused his death on April 22, 1899.

His complete knowledge of the details of his chosen profession, his untiring zeal and energy, and withal his social consideration for others, had all combined to make his presence in this life felt, and we

cannot but feel the inadequacy of words in attempting to express that feeling which we would fain express, and which comes not from the tongue, but from the heart, and which comes to us most impressively at the passing of a loved friend and associate.

D. C. OSMUN, JR., Chairman.

C. T. FERTIG,

F. M. AVERY,

Committee.



F. A. THOMPSON,
INSURANCE AGENT, DENVER, COL.

In Memory

Of

Frank A. [unclear]

DENVER, CO.

Unpublished

Died April 18, 1904

AGED 48 YEARS



F. A. THOMPSON,
INSURANCE AGENT, DENVER, COL.

In Memoriam.

1899.

Frank A. Thompson,

DENVER, COL.

Underwriter.

Died April 22, 1899.

AGED 42 YEARS.



REPORT OF COMMITTEE UPON THE DEATH OF
MR. E. H. BERRY.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Mr. E. H. Berry was born at Pittsfield, New Hampshire, May 14, 1829. Came West to Faribault, Minnesota, 1857, to Milwaukee in 1867, and died at the Sanitarium at Oconomowoc, after a long and painful illness, of tuberculosis December 18, 1898.

Exact data of the earlier years of his insurance career are not accessible, but it is known that he served as Special Agent of the Lorillard Fire Insurance Company in 1866, and then with the Ætna, of Hartford, under the lamented J. B. Bennett, founder of its Western Department, and afterwards under the same chief with the Andes and Amazon Insurance Companies. In 1880 he joined the staff of Special and State Agents of the Chicago Branch of the Liverpool & London & Globe Insurance Company, and remained in that service until a few months before his death.

In October, 1897, he was stricken with a lingering disease, which disabled him from actively pursuing his vocation, and finally ended his life. In his last illness, for many months his sufferings were acute and continuous, but borne with exemplary patience and fortitude.

During the entire period of his service as Special and State Agent he invariably secured and held the entire confidence and approbation of his chiefs, and the respect and affectionate esteem of his agents.

The integrity of his work and of his personal character, the industry, intelligence and fidelity with which his duties were discharged, and the discreet firmness and independence of his judgment, joined to the amiability of his manner, were beyond all praise. He was naturally open and frank in his disposition, constant in his friendships, courteous and helpful always; a careful observer and close student of all matters with which he had officially to deal, and a watchful guardian of the interests confided to him.

He has gone from us, but the lessons of his life lie open before us.

Mr. Berry was married September 5, 1854, to Miss Maria D. Harvey, of Manchester, New Hampshire, and his domestic life was an ideal one. He is survived by his devoted wife, by his son Russell Berry and his daughter Mrs. Julius Wechselberg, to whom your committee, on behalf of this Association, tender sincere and respectful sympathy.

Mr. Berry was a member of Ivanhoe Commandery of Knights Templar, Milwaukee.

By his death this Association loses one of its veterans whose record

is clean cut, and the younger members of this Association a genial and warm friend and instructor.

May his memory ever be cherished by us all.

GEO. H. MOORE,
GEORGE CROOKE,
J. H. WARNER,

Committee.



E. H. BERRY,
STATE AGENT LIVERPOOL AND LONDON AND GLOBE INS. CO.

In Memoriam.

1899.

E. H. Berry.

MILWAUKEE, WIS.

State Agent Insurance
State of Wisconsin

Died December 12, 1899.

AGED 54 YEARS.



E. H. BERRY,

MANAGER OF LIVERPOOL AND LONDON AND GLOBE INS. CO.

In Memoriam.

1899.

E. H. Berry,

MILWAUKEE, WIS.

**State Agent Liverpool and London and
Globe Ins. Co.**

Died December 18, 1898.

AGED 69 YEARS.

REPORT OF COMMITTEE UPON THE DEATH OF
MR. DAVID T. DEVIN.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Once again this Association is called upon to mourn the loss by death of one of its oldest members. David T. Devin was born in Sangamon County, Ill., September 6, 1849. After taking a course at Cornell University he entered the railway service and in 1876 commenced his career as an insurance man, in the office of Percival & Hatton, Des Moines, Ia., from which office he entered the employ of the Glens Falls Insurance Company as Special Agent in the Western Department, occupying this position until February 1893, when he was made Manager of the Western Department of the Delaware and Reliance Insurance Companies.

On the 13th day of October, 1898, while on a hunting expedition, he was killed by the accidental discharge of his gun.

Those who knew Mr. Devin found him to be broad-minded, generous almost to a fault with his friends and associates, and always a gentleman. By his sad and tragic death this Association has lost one of its most active members and his family a devoted son and husband.

S. E. CATE,
J. L. WHITLOCK,
D. W. WELLS,

Committee.



DAVID T. DEVIN,
MANAGER DELAWARE AND RELIANCE INS. COS.

In Memoriam

1896

David T. Quinn

CHICAGO, ILL.

Manager *Register*, Chicago, Ill.
Editorial *Register*, Chicago, Ill.

Died October 1, 1896

AGED 47 YEARS



DAVID T. DEVIN,
MANAGER DELAWARE AND RELIANCE INS. COS.

In Memoriam.

1899.

David T. Devin,

CHICAGO, ILL.

**Manager Reliance Ins. Co. and
Delaware Ins. Co.**

Died October 13, 1898.

AGED 49 YEARS.



REPORT OF COMMITTEE UPON THE DEATH OF
MR. HENRY S. SEAGE.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

One year ago, at the last meeting of the Fire Underwriters' Association of the Northwest, Henry S. Seage, of Lansing, Michigan, then a member of this Association, was full of life and expectation. To-day we mourn his sudden departure to that unseen but better country from whose bourne no traveler returns.

Henry S. Seage was born September 16, 1844, at Swanton, Vermont, Died at Lansing, Michigan, April 9, 1899, in the prime of manhood.

Mr. Seage's father was a Methodist minister and removed with his family, including his son Henry, to Michigan while Henry was still young.

At the age of 17 Henry enlisted in the Union Army as a private soldier on the 10th day of September, 1861. He was a member of Company E, Fourth Regiment, Michigan Volunteer Infantry, of which regiment his father was Chaplain. He was promoted to Corporal December 16, 1862, and Color Sergeant of the regiment November 2, 1863. He was discharged from the service September 10, 1864, at or near Petersburg, Va., by reason of expiration of term of service. He was actively engaged in a number of the most notable battles of the war for the preservation of the Union, and did his duty nobly and valiantly as a soldier. His military record was one of which any true soldier might well feel proud.

After being mustered out of the military service, Mr. Seage was graduated from a business college in Poughkeepsie, N. Y. He then went west to Chicago, and for about six months held a position as bookkeeper. In 1865 he became Receiving Teller of the First National Bank of Detroit, Michigan. In 1867 he was married to Miss Clara Gertrude Lockwood. In 1869 he left the Bank and became a partner with his father-in-law in the lumber business at Alpena, Michigan, under the firm name of Lockwood & Seage. It was during this partnership that he acquired a personal knowledge of saw mills and lumber, which in after life he was able to use to great advantage in his chosen avocation of an underwriter.

After the death of Mr. Lockwood in 1882 the insurance firm of Seage & Kelly was formed at Alpena, Michigan, and continued until 1883, when Mr. Seage entered the service of the Traders' Insurance Company of Chicago as Special Agent, and continued in that service up to the time of his death.

In the fall of 1887 Mr. Seage removed his family from Alpena to Detroit, and the following spring he removed to Lansing, Mich., where he resided up to the time of his death. He leaves a loving wife and a family of one son and three daughters.

Mr. Seage was a good underwriter, frank and outspoken in his opinions, and numbered among his warmest friends the leading men in the insurance business in Michigan, which was attested by the fact of his having been twice elected to the Presidency of the Michigan State Board of Underwriters.

The following tribute to the worth of Mr. Seage is from the pen of our esteemed member, R. J. Smith, Esq., Secretary of the Traders' Insurance Company of Chicago, published in the April number of *Once in a While*. It is a word fitly spoken by employer of a worthy employee.

"For upwards of sixteen years Henry S. Seage has been the faithful, painstaking and reliable representative of the Traders' Insurance Company for the State of Michigan. We were shocked and pained to learn of his somewhat sudden death at his home in Lansing on the 9th inst.

"Mr. Seage was universally known and admitted by the fire insurance fraternity as the best-posted expert on mills and lumber in the States of Michigan and Wisconsin. For many years of his earlier life he was actively engaged in the lumber business himself, gradually developed into a Local Agent at Alpena, Mich., where the firm of Seage & Kelly had a large agency. His opinions on the hazards, etc., of this as well as other classes of risks were sought by many companies, and his surveys, etc., are in constant use, not only by field men, but by Managers of companies.

"Some two years ago, or over, when the city of Ontonagon was destroyed by a general conflagration, Mr. Seage was one of the first Adjusters to arrive on the ground, and as the accommodations were very poor, he and two other of his companions slept under a tent. He contracted an illness which never entirely left him; but he kept at his work and was about to leave home when the fatal attack came.

"He was a good soldier in the war of the great rebellion, an excellent citizen, a Christian gentleman who never had aught to say against his associates or neighbors.

"Such, briefly told, was the character and the reputation of Henry S. Seage. His loss is deeply felt by us, as we relied on him. His lovely family ties and companionship in Michigan also feel the blow keenly."

N. B. JONES,
C. H. LUCE,

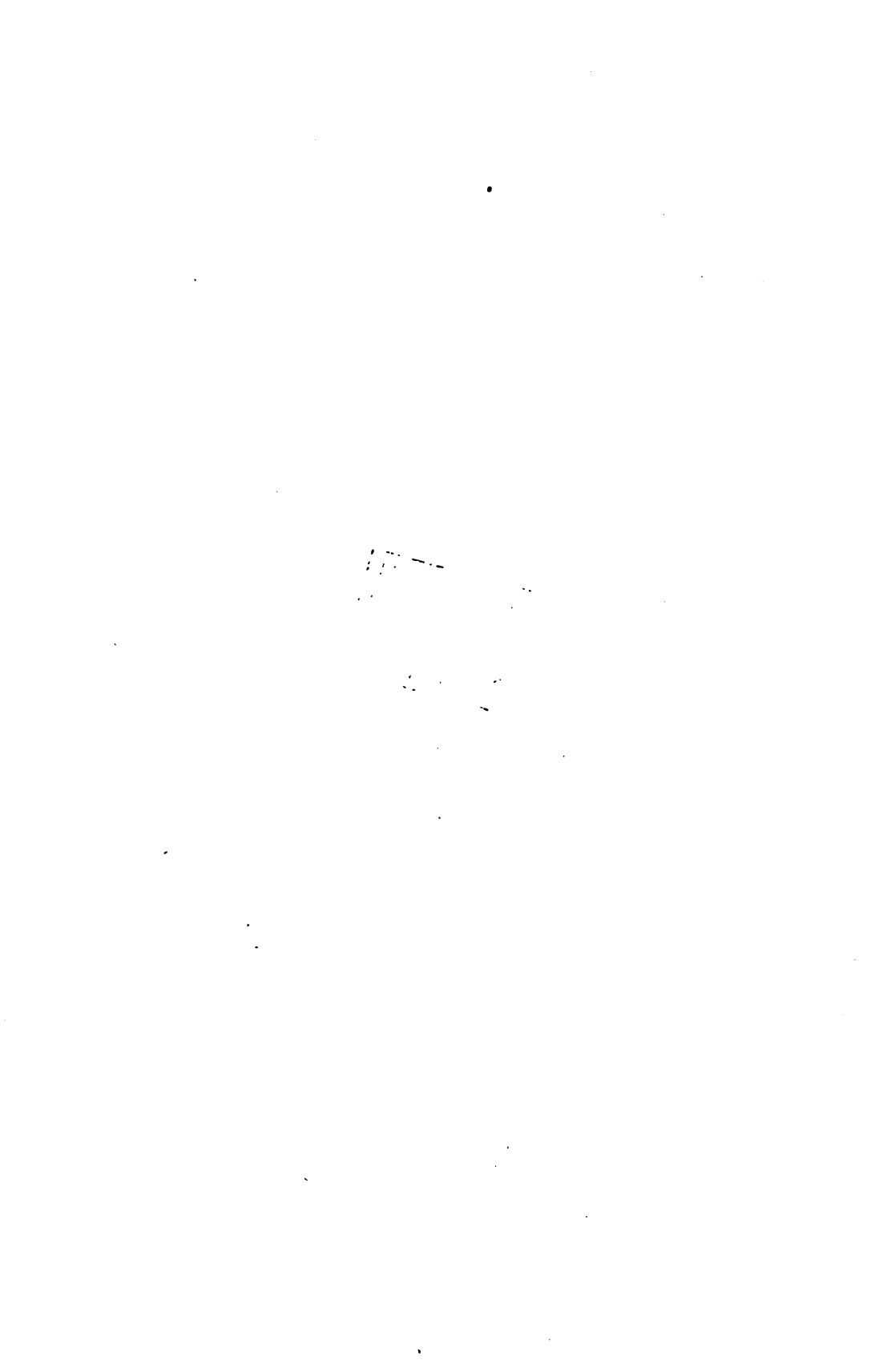
Committee.

The President—

The Secretary has a few remarks to make, and then we will proceed with the election of officers.

The Secretary—

One important thing I wish to suggest to the members is, that any who have changed their connection within the last year, or who have





HENRY S. SEAGE,
SPECIAL AGENT TRADERS' INS. CO., OF CHICAGO.

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Henry S. S.

LANSING, MICH.

Special Agent C.

C.

Died April 1, 1911

AGED 67



HENRY S. SLAGE,
SPECIAL AGENT TRADERS' INS. CO., OF CHICAGO

In Memoriam.

1899.

Henry S. Seage,

LANSING, MICH.

**Special Agent Traders' Ins. Co.,
Chicago.**

Died April 9, 1899.

AGED 55 YEARS.



changed their location or residence, or who have made any change that should appear in the Directory of this Association, I would like to have them present their card here before we leave the room. I wish to have the minutes appear as nearly correct as possible.

There is another matter I wish to speak of, and that is in reference to this hotel: This hotel gives us the use of this room for nothing; they have given us reduced rates, making prices for meals with room and bath at \$4.00 per day, and they feel very sore that so few of the members have patronized them, and I think that we should remember, if we decide to meet here again, in view of the fact that they do give us this accommodation free, we should take that into consideration, and those who come here and are obliged to seek hotel accommodations ought, I think, to give this hotel a share of their patronage. They say there are very few members stopping here this time, and we are giving no banquet this year, and they feel that they are hardly being treated as they should be.

The other question to which I refer is, the meeting of the Directors immediately following the election of officers. I found last year that the Directors seemed to think that they only needed to be elected. When they are elected their work is supposed to begin, and immediately following this meeting I would like to have the Directors meet in the anteroom on the right hand side of hall, that we may organize our various committees.

The President—

Before we proceed with the election of officers, the Chair begs to inquire if there are any questions that any member would like to present to the Association; if so, we would like to have them now.

Mr. J. H. Griffith—

Mr. Chairman, I would like to suggest that the By-laws be changed so that papers to be delivered here may appear some time in advance, so that the subjects may be known and that the members might be better prepared to discuss them.

The President—

The suggestion made is a good one, but the Chair would move that such a change as that be put in written form, and either mailed or delivered to the Secretary, to be brought before the Board of Directors, for such action as they may deem fit to give it in recommending the same for the Association. I think that is the proper way to dispose of that. It is not the province of this Association to act upon important questions of that kind until they have first been passed to and come from the Board of Directors.

Next in order is the election of officers for the ensuing year, and the nomination for the office of President will now be in order. I would suggest, however, before any nominations are made, that the

Secretary read to the Association the names of the Directors as elected by the Association:

The Secretary—(Reading):

J. A. Kelsey, Chicago.

John A. Davies, Racine, Wis.

J. O. Lee, Chicago.

S. E. Cate, Chicago.

D. S. Wagner, Chicago.

George C. Mott, Chicago.

Howard DeMott, Chicago.

W. L. King, Chicago.

Cyrus Woodbury, Columbus, O.

R. L. Reynolds, Columbus.

D. W. Andrews, St. Louis, Mo.

F. A. Vernor, Detroit.

ELECTION OF OFFICERS.

Mr. Walter H. Cobban—

Mr. President and Gentlemen of the Fire Underwriters' Association of the Northwest: Possibly at no time during the history of this Association, increasing as it is in membership and usefulness, has it been so important to elect to the office of President a man of courage and of fairness.

The North Star State presents a candidate who possesses these qualities and who has served us for two years in the capacity of President of our State Board with conspicuous ability and with perfect fidelity.

No loftier tribute to the sterling worth of this man could be asked than that which is afforded by the unanimous support of his competitors and colleagues, which he is receiving. We are with him to a man.

This man stands four square to all the world! His ear is ever open to the cry of distress; his hands are ever ready to help the feeble and the faltering over the rough places in life's pathway. The few shafts of envy and malice that have been leveled at him during his lifetime have fallen broken at his feet. Elect him to this office, gentlemen, and he will add to the luster which has been shed upon this Association by the long line of illustrious men who have served you in the capacity of President.

I first met this man years ago on the plains of North Dakota. I was young and inexperienced, working for an obscure company which has long since passed into well-merited oblivion. He treated me with marked courtesy and consideration, as he has always treated men young and old, whether beginners or veterans in the business, and I venture to say that there is not a young man within hearing of my voice with whom he has ever come in contact but will gladly cast his vote for him to-day.

Elect this man, gentlemen, and he will honor us, as we honor him; but if he is defeated, there will be no bitterness in his defeat, for he is not that kind of a man.

It is my proud privilege, gentlemen, to nominate and present for your consideration to-day Otto E. Greely, of Minneapolis.

(Applause.)

Mr. W. J. Littlejohn—

I second the nomination of Mr. Otto E. Greely, of Minneapolis, for the office of President of this Association for the ensuing year.

(Applause.)

Mr. W. E. Higbee—

I should like to join also in seconding the nomination of Mr. Greely. He is a splendid representative of our profession, and his efforts in making plain the business of fire insurance to those outside the ranks alone—the time he has devoted to this—merits our support of him for this office.

(Applause.)

Mr. H. A. Dike—

It is with great pleasure that I rise also to second the nomination of Mr. Otto E. Greely, of Minnesota. At this meeting the educational features of our business have been presented with more force than ever, and that is a feature in connection with our business that should have special consideration at this time.

In the person of Mr. Otto E. Greely we have a representative Northwestern man, and while he is a representative Northwestern man, he is so broad in his sympathies, so broad in his views, so broad-gauged in every walk of life, that he can represent every section wherein this Association has any sympathy whatever; therefore this Association cannot make any mistake in selecting a man who has for more than twenty years represented the best principles significant of our business, and who has so ably presented them to the public; and who is ever found on the right side of good practices, and in every walk of life has shown himself a gentleman, and he consequently deserves the support of this Association.

I take pleasure in seconding the nomination of Mr. Greely, of Minneapolis.

(Applause.)

Mr. L. D. Moody—

It is a rare thing, Mr. President and gentlemen, that Indiana or any of its representatives in this Association have asked preferment. I believe this is the second time, if not the first time, that the State of Indiana has ever asked this Association to advance one of its members to the honor of the Presidency.

We have been very diligent in that State in suppressing hostile legislation, and by habits of correct practices have been content to turn out first-class underwriters, and men who are at all times in favor of correct practices. It is with great pleasure, therefore, that

I present the name of a native Hoosier—one who was born in that State, educated in that State, and grew to maturity in the business. Unfortunately, however, he went to Ohio lately—which, by the way, has not seemed to have lessened his capacity or to have impaired his vigor. He is in the noon of manhood, physically well qualified for endurance and mentally well qualified to dispatch business, and I am quite sure if this convention should select him that he will maintain the high standing of this Association.

I present to you the name of Cyrus Woodbury, formerly of Indiana, now of Columbus, Ohio.

(Applause.)

Mr. L. J. Bonar—

Mr. President, Gentlemen: It is not because I am from Ohio only, nor because of my personal friendship for him, nor because of the personal qualities of the nominee only, nor because of my confidence of his fitness to fill worthily the position only, but, gentlemen, it is for all of these that I second the nomination of Cyrus Woodbury, of Ohio and Indiana.

Gentlemen, I want to say to you that Mr. Woodbury has very much improved since he came into Ohio. He was a mighty good man in Indiana, but he is infinitely better now; and, gentlemen, if you elect Mr. Woodbury President of the Association you will make no mistake, and his election will insure you a first-class meeting at the beginning of the next century, 1900.

It is with great pleasure I second the nomination of Cyrus Woodbury, of Ohio and Indiana.

(Applause.)

Mr. H. N. Wood—

Mr. President and Gentlemen: Beginning in 1885, I have never missed a session of this Association. I regard its meetings as one of my chief sources of education, and therefore would certainly hesitate to name a man for President who would not, in my judgment, fill the position to the satisfaction of all concerned.

I regret to say that during my attendance upon the meetings of this Association, I think that no less than twelve or thirteen times I have been compelled to choose between close friends as to whom I should support for President, and to avoid injuring the feelings of any I have confined my support to voting for my choice, though those who know me best, know that I enjoy being in the midst of the "scrap" at such a time as this. This session is no exception to the rule, and among the various candidates to-day some three or four at least are personal friends, and I feel very sorry that it is necessary to decide which man I shall support at this time.

Some twelve or thirteen years ago an admiral was sought to sail the good fleet "Underwriter" in the field of Missouri, Kansas and Nebraska. So important a station as this could not be entrusted to a man unfamiliar with all the seas, so they selected an admiral who had cast his anchor in every port from Arkansas to the Canadas, and from the Mississippi River to the Rocky Mountains, and under his guiding hand the old fleet sailed on to that eminence so well and favorably known to all field men and managers.

Gentlemen, there came a time in the history of Nebraska when organization or complete demoralization became absolutely necessary. Again we called this Captain to man the ship and under his direction as President or member of the Executive Committee, the conditions in that great State rose to that eminently satisfactory position so well known to all and unexcelled by any other field.

Later on his company called him to a more important field, since which time he has had charge of Ohio for one of the leading American companies.

Gentlemen, I ask your consideration of a man not from the great Northwest; not from Arkansas, and not from the Dakotas; not from Nebraska, and not from Ohio, Missouri or Iowa; but from the great Mississippi River Valley—that vast territory from which this Association draws its support.

I nominate for President of this Association my personal friend, whom I love as I love my brother—the personal friend of every man now looking me in the face, if he has ever met him, Mr. Robert L. Raynolds, of the great Middle West.

(Applause.)

Mr. W. E. Hitchcock—

Mr. President and Gentlemen: It is with great pleasure I second the nomination of Mr. Raynolds. For nearly sixteen years Mr. Raynolds has been a member of this Association—an active member, and always a gentleman. For nearly that same length of time we had him as a member of our Field Club in Nebraska, during which time we learned to love him as a man, to trust and to respect him as a competitor, and to admire him for his ability as an underwriter. He is able, he is worthy, and I hope all his friends, and all the Nebraska boys, will be loyal to his support and elect him President of the Fire Underwriters' Association of the Northwest.

(Applause.)

The President—

Gentlemen, you have heard the nominations. Are there any others?

Mr. W. R. Townley—

Mr. President, Gentlemen: A few weeks ago I was attending a convention in Buffalo, and I saw a great many of the members down

there wearing a badge which read, "Cheer up! The worst is yet to come."

We enjoy friendly rivalry, and I am glad to see we have a surplus on hand. Every man in this Association loves his friends. And of those gentlemen that have been nominated I number among them friends. One of the gentlemen was unknown to me until to-day, but the others are warm, dear friends. The one that I will name to you is a friend who will always be near my heart. I came out into this Western field a stranger. I was among strangers and was taken in, not figuratively, but I was taken care of by a man, and I shall never forget him. To-day it is my proud privilege to place his name in nomination, and I want to say that none of the old members here need a word of praise from me regarding this man; and to every young man who is starting out new in the field I want to say, you will find in him a dear friend. But it is not his friendship alone. The man is capable, he is honest, he is true, and I therefore ask you to place your ballot for Stephen E. Cate.

(Applause.)

Mr. A. E. Pinkney—

Mr. President, I desire to second the nomination of Stephen E. Cate, and to say in futherance of his commendation by brother Townley, that I have known Mr. Cate for many years, and I think no man can find a spot or blemish anywhere in his character. He is certainly able and well qualified to preside over the meetings of this body and to prepare a program that will, I think, reflect great credit on such an occasion. In electing a man for the Presidency, it seems to me that it should be from purely personal grounds. This is a democratic organization, and every member of this Association should be eligible to the highest office within its gift, and if not eligible, he should not be a member; and believing, as I do, that Mr. Cate is the peer of any gentleman named in convention here to-day, I take great pleasure in seconding his nomination and asking his election. The gentlemen whose names have been presented here—two of them at least—are warm personal friends of mine, or at least I maintain for them a warm feeling of friendship, and it has been a difficult matter to choose between friends. I second the nomination of Mr. Cate.

(Applause.)

Mr. J. P. Hubble—

One of the strongest features of this organization, the one that has enabled it to accomplish the great work it has in the way of education, has been the fact that it is a broad catholic institution—the broadest in all the whole line, the broadest known in the business—and we want a broad man for President of such an organization, and I can say without any reflection upon any of the other gentlemen whose names have been presented here, that I desire to second the

nomination of a gentleman who is as broad to begin with as any of them, and who, I believe, has been broadened by his experience. The field he now covers embraces practically the whole territory from which the membership of this organization is drawn. He has been engaged in practically every branch of this business. I think he knows as many men personally upon this floor—can call them by their first name, knows the towns they are from, the company they are with—as any gentleman who has ever been a member of this Association. He is one of the dearest and most loyal friends that I count in my list, and I sincerely hope that this Association may see fit, by its ballots, to place Stephen E. Cate in its chair as President.

(Applause.)

Mr. L. D. Moody—

I move that the nominations for the office of President for the ensuing year be now closed.

Motion seconded and carried unanimously.

The President—

The gentlemen will please prepare their ballots. I will appoint as tellers for the election of President, Mr. Fred Brooks, Mr. Fred W. Williams, Mr. W. A. Chapman and Mr. George M. Eddy.

Mr. George Moore—

I move that the balloting be informal.

Motion lost.

The President announced the total number of votes cast 265, of which Mr. Cyrus Woodbury received 55, Mr. S. E. Cate 78, Mr. Otto E. Greely 96, and Mr. Robert L. Raynolds 36.

There being no majority, the President instructed the members to prepare their ballots for a second vote.

The President announced the total number of votes 247; necessary to a choice 134, of which Mr. Greely received 97, Mr. Cate 79, Mr. Woodbury 43, and Mr. Raynolds 28.

There still being no majority and no election, the President instructed the members to prepare their ballots for a third vote.

The President announced the total number of votes 233; necessary to a choice 118, of which Mr. Greely has 100, Mr. Cate 75, Mr. Raynolds 23, and Mr. Woodbury 35.

The President—

The Chair is requested by one of the candidates, Mr. Cyrus Woodbury, to withdraw his name. I simply offer this in carrying out his wishes. You may treat it as you see fit. Prepare your ballots for another vote.

The President—

The total number of votes cast is 221; necessary to a choice 111, of which Mr. Cate has 79; Mr. Raynolds 18; Mr. Woodbury 5; Mr. Greely 119.

(Applause.)

Mr. Greely having received the majority of the votes cast, the President declared him elected President.

Mr. R. L. Raynolds—

Thanking my friends for their loyal support, and being proud of the honor of having been considered, I move you, sir, that the election of Mr. Otto E. Greely be made unanimous by this body.

Mr. S. E. Cate—

Mr. Raynolds has just taken the words out of my mouth. On behalf of my friends and myself I wish to second most heartily that motion.

Motion carried unanimously.

(Calls for Mr. Greely.)

Mr. Otto E. Greely—

Gentlemen, I will not take your time. We are all anxious to get away. I thank you from the bottom of my heart for this honor—this high honor you have conferred upon me, not only for myself, but for our friends, our members from the North whose claims for their field are recognized so generously. I thank you, gentlemen.

(Applause.)

The President—

The next in order is the nomination for Vice-President.

Mr. H. H. Friedley—

I nominate for Vice-President Mr. S. E. Cate.

A Member—

I second the motion, and move that the Secretary cast the ballot of this Association for Mr. S. E. Cate as Vice-President for the ensuing year.

Motion seconded and carried unanimously, and Mr. S. E. Cate was declared elected.

The President—

The next in order is the election of the Treasurer.

Mr. J. F. Joseph—

I move that the rules of the Association be suspended and that the Secretary be instructed to cast the ballot of this Association for Mr. J. A. Kelsey unanimously for election to the office of Treasurer.

Motion seconded and carried unanimously, and the President announced the election of Mr. Joseph A. Kelsey to the office of Treasurer.

Mr. Stephen E. Cate—

Mr. President and Gentlemen: I was in the other room when the announcement came that I was elected Vice-President. That is unfair, because I have been Vice-President once. All the members here are entitled to that position, and I absolutely decline. It isn't right to those members that you put me there. If I had known it I should have declined. While I thank you very much for the honor, I feel that under the circumstances I must in all honor decline.

Mr. H. H. Friedley—

I am responsible for Mr. Cate's nomination. I had forgotten about his being Vice-President before, and under these circumstances I think it is entirely right that he should decline if he wishes to. I therefore nominate Mr. Woodbury, and move that the nominations for Vice-President be closed and that the Secretary be instructed to cast the ballot of this Association unanimously for his election.

Motion seconded and carried unanimously, and the President announced the election of Mr. Cyrus Woodbury to the office of Vice-President.

Mr. George W. Hayes—

I move that Mr. D. S. Wagner be re-elected to the office of Secretary for the ensuing year, and that the President be instructed to cast the ballot of this Association unanimously for Mr. Wagner's election as Secretary for the coming year.

Motion seconded and carried unanimously, and the President announced the election of Mr. D. S. Wagner to the office of Secretary.

Mr. E. V. Munn—

I desire to move a vote of thanks to our retiring President for his services in preparing for this meeting.

Motion seconded and carried unanimously.

Mr. J. P. Hubble—

I move, if there is no further business, that we adjourn *sine die*.

Motion seconded and carried unanimously, and at 6 o'clock p. m. the Thirtieth Annual Meeting of the Fire Underwriters' Association of the Northwest stood adjourned.

MEETING OF THE BOARD OF DIRECTORS.

Present: Messrs. J. A. Kelsey, J. O. Lee, S. E. Cate, George C. Mott, W. L. King, Otto E. Greely, Cyrus Woodbury, D. W. Andrews, F. A. Vernor and D. S. Wagner.

Meeting called to order by Otto E. Greely, President.

Mr. Cate moved that the Secretary be instructed to cast the ballots of the Executive Committee for the election of Mr. Otto E. Greely as President of the Fire Underwriters' Association of the Northwest for the ensuing year.

Motion seconded by Mr. Vernor, and carried unanimously.

Mr. Andrews moved that the Board of Directors approve the election of Mr. Cyrus Woodbury as Vice-President of the Fire Underwriters' Association of the Northwest for the ensuing year.

Motion seconded by Mr. Davies, and carried unanimously.

The Secretary thereupon declared the election of Mr. Otto E. Greely as President of the Association for the ensuing year, and of Mr. Cyrus Woodbury as Vice-President of the Association for the ensuing year, as duly ratified by the Board of Directors.

On motion of Mr. Lee, duly seconded and unanimously carried, Mr. Joseph A. Kelsey was declared elected as Treasurer of the Association for the ensuing year.

On motion of Mr. Vernor, duly seconded and unanimously carried, Mr. D. S. Wagner was declared elected as Secretary of the Association for the ensuing year.

Mr. Cate moved that a committee of three be appointed to act as a Finance Committee for the ensuing year.

Mr. King seconded the motion, which was carried.

Mr. Wagner moved that the Finance Committee consist of Mr. S. E. Cate, Mr. Howard DeMott, and Mr. J. O. Lee.

Motion seconded and carried unanimously.

Mr. King moved that the Library Committee of last year be retained.

The motion was seconded by Mr. George C. Mott, and carried unanimously.

Mr. Kelsey moved that the salary of the Secretary for the ensuing year be the same as formerly, viz., \$450.00.

On motion of Mr. Lee, duly seconded by Mr. Andrews and unanimously carried, the salary of the Treasurer for the ensuing year was made \$250.00.

On motion of Mr. Cate, duly seconded and carried, the Secretary was instructed to advise the family of Mr. Hartman of the action of the Association in passing a resolution of sympathy on his death.

On motion, duly seconded and carried, the Board adjourned subject to the call of the President.

DIRECTORY OF MEMBERSHIP.



NAME.	ADDRESS.	TITLE.	COMPANY.
Abbott W. S.,	Lapeer, Mich.,	State Agent,	North British & Mercantile Ins.Co.
Adams Geo. W.,	Chicago, Ill.,	Adjuster.	
Affeld Chas. E.,	174 La Salle, Chicago,	General Agent,	Hamburg-Bremen Fire Ins. Co.
Alexander F. W.,	Indianapolis, Ind.,	Special Agent,	Agricultural Ins. Co.
Allabach E. W.,	Des Moines, Iowa,	Special Agent,	Commercial Union Assurance Co.
Althouse W. L.,	Grand Rapids, Mich.,	Special Agent,	Manchester Fire Assurance Co.
Alverson H. C.,	Eric, Pa.,	Asst. Gen'l Agent, {	Ins. Co. of North America.
Anderson Chas. H.,	Hannibal, Mo.,	Special Agent,	Philadelphia Underwriters.
Andrews C. L.,	Detroit, Mich.,	Vice President,	Northern Assurance Co.
Andrews D. W.,	St. Louis, Mo.,	Special Agent,	Detroit F. & M. Ins. Co.
Andrus S. D.,	Chicago, Ill.,	Special Agent,	Lancashire Ins. Co.
Armstrong G. A.,	Detroit, Mich.,	Special Agent,	Providence-Washington Ins. Co.
Atwater Walter E.,	Iowa City, Iowa,	State Agt. & Adj.,	Ætna Fire Ins. Co.
Atwood H. F.,	Rochester, N. Y.,	Special Agent,	Greenwich Ins. Co.
Auerbach B.,	161 La Salle, Chicago,	Secretary,	Rochester-German Ins. Co.
Avery Frank M.,	Denver, Col.,	Adjuster,	Pellet & Hunter.
Bailey Geo. A.,	Topeka, Kansas,	Special Agent,	Fire Association.
Bailey J. W.,	Denver, Col.,	State Agent,	Phenix Ins. Co., N. Y.
Bailey O. M.,	Cincinnati, O.,	Special Agent,	Phenix Ins. Co., N. Y.
Baker Thos. Jr.,	Fargo, N. Dak.,	Special Agent,	Ins. Co. of the Co. of Phila.
Baldwin Dean A.,	Marion, Ind.,	Special Agent,	Queen Insurance Co.
Bament W. N.,	Chicago, Ill.,	Adjuster,	Merchants Ins. Co., N. J.
Barnard C. F.,	Chicago, Ill.,	Adjuster,	Western Adj. and Insp'n. Co.
Barnes Fred. B.,	Oshkosh, Wis.,	Special Agent,	North British & Mercantile Ins.Co.
Barnum W. L.,	205 La Salle, Chicago,	Secretary,	Millers' National Ins. Co.
Barrett D. P.,	Grand Rapids, Mich.,	Special Agent,	Traders' Ins. Co., Chicago.
Barry Chas. H.,	The Temple, Chicago,	Manager,	Pennsylvania Fire Ins. Co.
Batchelder G. H.,	Denver, Col.,	Special Agent,	Providence-Washington Ins. Co.
Bates E. P.,	Topeka, Kan.,	State Agent,	North British & Mercantile Ins.Co.
Bawden E. T.,	Chicago, Ill.,	Adjuster.	
Beck J. M.,	Los Angeles, Cal.,	Asst. Manager,	Fire Ass'n of Philadelphia.
Becker E. A.,	Chicago, Ill.,	Adjuster.	
Belden J. S.,	Chicago, Ill.,	Manager,	London & Lancashire Fire Ins.Co.
Bell G. H.,	Dayton, Ohio,	State Agent,	North British & Mercantile Ins.Co.
Benallack W. T.,	Detroit, Mich.,	Electrical Inspector.	
Benedict Frank M.,	Lawrence, Kan.,	Special Agent,	
Benedict H. F.,	Omaha, Neb.,	State Agent,	{
Benedict H. O.,	Cincinnati, O.,	Special Agent,	Niagara Fire Ins. Co.
Bennett H.,	Cedar Rapids, Iowa,	Inspector.	Western Assurance Co., Toronto.
Bennett R. M.,	Springfield, Ill.,	Special Agent,	British America Assur.Co.Toronto.
Bennett Wm. L.,	Chicago, Ill.,	Special Agent,	Phenix Ins. Co., N. Y.
Best Jas. G. S.,	{ 200-202 LaSalle St.,		Ætna Ins. Co.
Bissell R. M.,	Chicago, Ill.,		Hartford Fire Ins. Co.
Blackwelder I. S.,	Chicago, Ill.,	General Agent,	Hartford Fire Ins. Co.
Blauvelt Albert,	Manhat'n Bdg., Chicago,	Manager,	Niagara Fire Ins. Co.
Bliven Waite,	Rialto Bldg., Chicago,	Inspector,	Western Factory Assn.
Bloom Nelson A.,	218 La Salle, Chicago,	Special Agent,	American Fire Ins. Co., Phila.
Blossom Geo. W.,	Detroit, Mich.,	Special Agent,	Continental Ins. Co.
Bolling A. F.,	Chicago, Ill.,	Asst. Gen. Agent,	National Fire Ins.Co.,Hartford.
Bonar L. J.,	Louisville, Ky.,	Special Agent,	American Fire Ins. Co. of Phila.
Boning Herbert E.,	Mansfield, O.,	State Agent,	{ Ins. Co. of North America.
Boorn W. C.,	Cincinnati, O.,	Special Agent,	Philadelphia Underwriters.
Boughton T. C.,	Chicago, Ill.,	Supt. Agencies,	Caledonian Ins. Co.
Bowers F. W.,	Kalamazoo, Mich.,	Inspector.	London & Lancashire Fire Ins. Co.
	St. Louis, Mo.,	Special Agent,	Phoenix Ins. Co. of Hartford.

NAME.	ADDRESS.	TITLE.	COMPANY.
Bowers H. E.,	54 William, New York.	Special Agent.	{ Firemens Ins. Co., N. J. Firemans Fund Ins. Co. Home Mutual Ins. Co.
Bradley C. B.,	Chicago, Ill.,	Special Agent,	
Bradshaw W. D.,	The Temple, Chicago,	Special Agent,	
Brainerd M. C.,	Des Moines, Iowa,	Inspector.	{ North British & Mercantile Ins. Co. German Ins. Co., of Freeport, Ill. Liverpool & London & Globe Ins. Co. Niagara Fire Ins. Co.
Brant J. A.,	Minneapolis, Minn.,	Special Agent,	
Briggs N. E.,	Chicago, Ill.,	State Agt. & Adj.,	
Briggs R. R.,	St. Paul, Minn.,	Special Agent,	{ Pennsylvania Fire Ins. Co. Westchester Fire Ins. Co. Pennsylvania Fire Ins. Co.
Briggs Theo. W.,	Appleton, Wis.,	Special Agent,	
Brooks Fred. S.,	Detroit,	Special Agent,	
Brown Grant R.,	207 The Temple,	Sp'l Agt. & Adj.,	{ Liverpool & London & Globe Ins. Co. North British & Mercantile Ins. Co. Fire Association.
	Chicago, Ill.,		
Brown M. O.,	New York,	Secretary,	
Brown Wm. C.,	St. Louis, Mo.,	Special Agent,	{ Ins. Co. of North America. Philadelphia Underwriters. Fire Association.
Brown W. F.,	Jacksonville, Ill.,	Special Agent.	
Buck Fred. O' L.,	Denver, Col.,	State Agent,	
Bullard A. F.,	Kansas City, Mo.,	State Agt. & Adj.,	{ Niagara Fire Ins. Co. Phoenix Ins. Co., Hartford. London Assurance. American Central Ins. Co. Glens Falls Ins. Co. Queen Ins. Co. Springfield F. & M. Ins. Co.
Burke F. H.,	Batavia, Ill.,	Special Agent,	
Burns M. J.,	Denver, Col.,	Manager.	
Burrows D. W.,	Chicago, Ill.,	General Agent,	{ Queen Ins. Co. Citizens' Ins. Co.
Bush Henry W.,	Chicago, Ill.,	Asst. Manager,	
Bush J. B.	Omaha, Neb.,	Special Agent,	
Butterfield W. C.,	St. Louis, Mo.,	General Adjuster,	{ Commercial Union Assurance Co. Liverpool & London & Globe Ins. Co. German-American Ins. Co. Germania Fire Ins. Co., N. Y. Union Ins. Co.
Calley E. J.,	179 La Salle, Chicago,	Special Agent,	
Campbell E. T.,	St. Louis, Mo.,	Asst. Secretary,	
Campbell S. F.,	Chicago, Ill.,	Special Agent,	{ Ins. Co. of North America. Philadelphia Underwriters. Niagara Fire Ins. Co. Michigan Inspec. Bureau. Connecticut Fire Ins. Co.
Campbell Walter,	St. Louis, Mo.,	Special Agent,	
Carlisle E. G.,	Chicago, Ill.,	Special Agent,	
Carlisle Henry W.,	Chicago, Ill.,	Local Agent.	{ Reliance Ins. Co. of Phila. Phenix Ins. Co. of N. Y. Fire Ass'n, Phila.
Carpenter J. D.,	Des Moines, Ia.,	Special Agent,	
Carr J. H.,	Kansas City, Mo.,	Secretary.	
Carroll Chas. E.,	St. Louis, Mo.,	Adjuster.	{ Phenix Ins. Co. of N. Y. London Assurance. Manchester Fire Assurance Co.
Carson R. B.,	Manhattan Building,	Spl. Agt. & Adj.,	
	Chicago,		
Carver J. G.,	Detroit, Mich.,	Special Agent,	{ Allemannia Fire Ins. Co. Hartford Fire Ins. Co. Ohio Farmers' Ins. Co. Fire Association, Phila. American Ins. Co., N. Y. Traders' Ins. Co. Delaware Ins. Co. Reliance Ins. Co. Lancashire Ins. Co. Merchants Ins. Co., N. J. Manchester Fire Assurance Co. Mercantile F. & M. Ins. Co., Boston. American Ins. Co. of Boston. German Ins. Co., Freeport, Ill. Phenix Ins. Co., N. Y.
Cary Eugene,	Rialto Bldg., Chicago,	Manager,	
Caswell Jas. H.,	Royal Bldg., Chicago,	Adjuster,	
Cate S. E.,	The Temple, Chicago,	General Agent,	{
Cavanagh W. A.,	Chicago, Ill.,	Special Agent,	
Chamberlin W. O.,	Minneapolis, Minn.,	State Agent,	
Chapman E. F.,	Detroit, Mich.,	Inspector,	{
Chapman W. A.,	Milwaukee, Wis.,	Special Agent,	
Chard Thos. S.,	157 La Salle, Chicago.	Special Agent.	
Chrissinger I. M.,	Chicago, Ill.,	President,	{
Chubb William,	Philadelphia, Pa.,	Special Agent,	
Clark A. A.,	Des Moines, Iowa,	Special Agent,	
Clarke H. W.,	Winona, Minn.,	Special Agent,	{
Clarkson H.,	Topeka, Kansas,	Mgr. Advisory Rate and Map Bureau.	
		Sp'l Agt. & Adj.,	
Clemons W. H.,	Cincinnati, O.,	Special Agent,	{
Cleugh Allen E.,	Grand Rapids, Mich.,	Special Agent,	
Cobban Walter H.,	Minneapolis, Minn.,	Special Agent,	
Cochran J. W.,	Columbus, Ohio,	Inspector.	{
Cockey S. T.,	158 La Salle, Chicago,	Special Agent,	
Coffan J. W. G.,	Chicago, Ill.,	General Agent,	
Coleman J. W.,	Warsaw, Ind.,	Special Agent,	{
Collins Martin,	107 Ch. Com., St. Louis	General Agent,	
Colson H. W.,	Minneapolis, Minn.,	Special Agent,	
Cunklin Walter,	Minneapolis, Minn.,	Special Agent,	{
Corbet J. C.,	Chicago, Ill.,	Asst. Manager,	
Corliss G. D.,	Chicago, Ill.,	Asst. Manager,	
Cormany W. A.,	Fort Scott, Kansas,	State Agent,	{
Cornell H.,	Chicago, Ill.,	Special Agent,	
Cornell H. F.,	Detroit, Mich.,	General Agent,	
Coryell H. B.,	Omaha, Neb.,	State Agent,	

NAME.	ADDRESS.	TITLE.	COMPANY.
Cost J. A.,	Chicago, Ill.,	Special Agent,	Connecticut Fire Ins. Co.
Cowles C. S.,	Merriam Park, Minn.,	Special Agent,	Royal Ins. Co.
Crandall A. A.,	Minneapolis, Minn.,	General Agent,	
Crandall H. W.,	Merriam Park, Minn.,	Special Agent,	Imperial Ins. Co. Ltd.
Crandall W. H.,	Merriam Park, Minn.,	State Agent,	{ Western Assurance Co., Toronto.
Cratsenberg A. A.,	St. Paul, Minn.,	State Agent,	{ British Amer. Assur. Co., Toronto.
Crawford H. F.,	Columbus, Ohio,	Special Agent,	{ German-American Ins. Co.
Cree Will C.,	Denver, Col.,	Special Agent,	{ Delaware & Reliance.
Criswell B. F.,	Topeka, Kan.,	Special Agent,	{ Merchants' Ins. Co., N. J.
Croskey T. F.,	Chicago, Ill.,	Special Agent,	{ Palatine Ins. Co. Ltd.
Crosley Geo. R.,	Ft. Madison, Ia.,	Special Agent,	{ Ins. Co. of North America.
Cunningham J. L.,	Glens Falls, N. Y.,	President,	{ Philadelphia Underwriters.
Cunningham W. H.,	Royal Bldg., Chicago.,	Manager,	{ Lancashire Ins. Co.
Curtis C. E.,	Chicago, Ill.,	Special Agent,	{ Glens Falls Ins. Co.
Daggett P. A.,	Spokane, Wash.,	Insurance Agent,	{ Fire Association, Phila.
Dale John F.,	Omaha, Neb.,	State Agent,	{ Palatine Ins. Co. Ltd.
Dallas W. I.,	Omaha, Neb.,	Special Agent,	{ Associate Member.
Dana Francis,	Chicago, Ill.,	Special Agent,	{ Phoenix Ins. Co. of Hartford.
Dana H. C.,	Chicago, Ill.,	Local Agent,	{ Phoenix Assurance Co.
Daniel Lewis F.,	Minneapolis, Minn.,	Special Agent,	{ Lancashire Ins. Co.
Daniel R. E.,	Minneapolis, Minn.,	Adjuster,	{ Northern Assurance Co.
Daniel T. R.,	Minneapolis, Minn.,	State Agent,	{ North British & Mercantile Ins. Co.
Daniel Wm. C.,	Columbus, Ohio,	Special Agent,	{ Northern Assurance Co.
Daniels W. H.,	Chicago, Ill.,	Adjuster,	{ Continental Ins. Co.
Dargan J. T.,	Atlanta, Ga.,	Resident Manager,	{ Imperial Ins. Co. Ltd.
Darrow A. H.,	Chicago, Ill.,		{ Aetna Ins. Co., Hartford.
Davies John E.,	Racine Wis.,	State Agent,	{ Palatine Ins. Co. Ltd.
Davis Edward T.,	Minneapolis, Minn.,	Special Agent,	{ Pennsylvania Fire Ins. Co.
Davis John H.,	Philadelphia,		{ Springfield F. & M. Ins. Co.
Dean A. F.,	Chicago, Ill.,	Asst. Manager,	{ Manhattan Fire Ins. Co.
Deearth Elmer H.,	St. Paul, Minn.,	General Agent,	{ Liverpool & London & Globe Ins. Co.
De Camp Jas. M.,	Cincinnati, Ohio.,	General Agent,	{ Farmers' Fire Ins. Co., York, Pa.
De Forest E. F.,	Chicago, Ill.,	Gen. Western Agt.,	{ North British & Mercantile Ins. Co.
De Mott Howard,	Chicago, Ill.,	Asst. Manager,	
De Roode Holger,	Chicago, Ill.,	Insurance Agent,	
De Veuve Jas. H.,	Kansas City, Mo.,	Special Agent,	
De Witt C. L.,	Indianapolis, Ind.,	Special Agent,	
De Wolf J. H.,	Providence, R. I.,	President,	
Deyo W. S.,	St. Louis, Mo.,	Special Agent,	
Dike Henry A.,	Chicago, Ill.,	Special Agent,	
Diggins A. B.,	Springfield, Ill.,	State Agent,	
Doepfers Aug. B.,	Indianapolis, Ind.,	Special Agent,	
Dreher E. W.,	Philadelphia, Pa.,	Special Agent,	
Driscoll M. F.,	Chicago, Ill.,	General Agent,	
Drumm W. I.,	Topeka, Kas.,	Special Agent,	
Dudley W. W.,	240 La Salle, Chicago,	Secretary,	
Dunlop Chas. D.,	Chicago, Ill.,	Manager,	
Dunning F. A.,	Chicago, Ill.,	Special Agent,	
Ebbert Geo. G.,	138 La Salle, Chicago,	Special Agent,	
Eddy Geo. M.,	Chicago, Ill.,	Cook Co. Manager,	
Eddy H. C.,	{ Manhattan Building,	Resident Secretary,	
	{ Chicago,		
Edmonds J. F.,	Deadwood, S. D.,	Resident Secretary,	
England J. J. L.,	Detroit, Mich.,	Special Agent,	
Englemann C. F.,	Chicago, Ill.,	State Agent,	
Errett F. J.,	St. Paul, Minn.,	Special Agent,	
Esler R. B.,	Chicago, Ill.,	Special Agent,	
Eustis Truman W.,	Chicago, Ill.,	Manager,	
Evans A. N.,	Columbus, Ohio,	Special Agent,	
Everett H. E.,	Chicago, Ill.,	Special Agent,	
Faber Samuel E.,	Indianapolis, Ind.,	Special Agent,	
Fargo F. M.,	172 La Salle, Chicago,	Special Agent,	
Fargo W. D.,	St. Paul, Minn.,	State Agt. & Adj'r.,	
Feller Wm.,	Chicago, Ill.,	Secretary,	
Fertig C. T.,	Chicago, Ill.,		
Fisher G. M.,	Chicago, Ill.,	Manager,	
Fisher Thos. A.,	Omaha, Neb.,		
			{ Palatine Ins. Co. Ltd.

NAME.	ADDRESS.	TITLE.	COMPANY.
Fisher Walter I.,	Minneapolis, Minn.,	Secretary,	Minnesota State Board.
Fleming J. D.,	Kansas City, Mo.,	State Agent,	Connecticut Fire Ins. Co.
Fletcher John S.,	Detroit, Mich.,	Special Agent,	Norwich Union Fire Ins. Society.
Flintjer D. J.,	604 Massachusetts Bldg } Kansas City, Mo.,	Adjuster,	Independent.
Foote A. D.,	N. Y. Life Bldg, Chicago,	Adjuster,	
Foreman E. P.,	177 La Salle, Chicago,	Special Agent,	Franklin Fire Ins. Co., Phila.
Forrey Edwin H.,	Indianapolis, Ind.,	Special Agent,	For Weed & Kennedy.
Fort C. W.,	Kansas City, Mo.,	State Agent,	Home Ins. Co., N. Y.
Foster Robert J.,	Columbus, O.,	Special Agent,	Palatine Ins. Co. Ltd.
Foster Wm. R.,	Grand Rapids, Mich.,	State Agent,	N. Y. Underwriters' Agency.
Fowler Henry,	Chicago, Ill.,	Manager,	Magdeburg Fire Ins. Co.
Fox Harry,	La Grange, Ill.,	Special Agent,	Milwaukee Mechanics Ins. Co.
Friedly H. H.,	Chicago, Ill.,	Adjuster,	Royal Ins. Co., England.
Fulton W. H.,	Indianapolis, Ind.,	State Agent,	Firemen's Fund Ins. Co.
Furlong John P.,	Chicago, Ill.,	Special Agent,	Niagara Fire Ins. Co.
Gadsden C. R.,	Chicago, Ill.,	Adjuster,	West'n Adjust. & Insp. Co.
Gadsden J. S.,	Chicago, Ill.,	General Agent,	Ætna Ins. Co. of Hartford.
Gallagher Thos. E.,	Cincinnati, O.,	General Agent,	Ætna Ins. Co. of Hartford.
Gardiner David L.,	Chicago, Ill.,	Special Agent,	Union Assurance Society.
Garrigue R. H.,	Chicago, Ill.,	Manager,	Merchants' Ins. Co., N. J.
Gibbs H. M.,	Columbus, O.,	Special Agent,	Lancashire Ins. Co.
Gibson F. W.,	St. Paul, Minn.		
Gilbert C. B.,	Chicago, Ill.,	Manager,	Lancashire Ins. Co.
Gill Geo. C.,	Olympia, Ky.,	Adjuster.	
*Glassford H. A.,	New York,	Retired.	
Glidden H. H.,	Chicago, Ill.,	Manager,	Chicago Underwriters' Ass'n.
Goff E. L.,	Philadelphia, Pa.,	Asst. Secretary,	Spring Garden Ins. Co.
Golden W. E.,	Milwaukee, Wis.,	Special Agent,	Manchester Fire Assur. Co.
Gooch Robt. E.,	Columbus, O.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Goodloe T. M.,	Indianapolis, Ind.,	Manager,	Insurance Bureau.
Gordon Fred F.,	Chicago, Ill.,	Special Agent,	American Ins. Co. of N. J.
Gray H. P.,	Chicago, Ill.,	Manager,	Hanover Fire Ins. Co.
Gray J. H.,	Chicago, Ill.,	Special Agent,	North British & Mercantile Ins. Co.
Greely Otto E.,	Minneapolis, Minn.,	Adjuster,	Phenix Ins. Co., N. Y.
Greene F. M.,	Minneapolis, Minn.,	Special Agent,	Citizens Ins. Co., St. Louis.
Greer W. J.,	Chicago, Ill.,	Adjuster.	
Grnell Howard,	Chicago, Ill.,	Special Agent,	Atlas Assurance Co.
Griffith J. H.,	Milwaukee, Wis.,	Sp'l Agt. & Adj.,	Western Assurance Co.
Griffiths J. C.,	Milwaukee, Wis.,		Milwaukee Mechanics Ins. Co.
Hainsworth Jos.,	Chicago, Ill.,	Adjuster,	German Ins. Co., Freeport, Ill.
Hall Cecil A.,	Toledo, Ohio,	Special Agent,	United Firemens Ins. Co.
Hall Chas.,	Milwaukee, Wis.,	State Agent,	N. Y. Underwriters Agency.
Hall Henry,	Milwaukee, Wis.,	Special Agent,	Continental Ins. Co.
*Hall Henry H.,	New York,	Manager,	Northern Assurance Co., England.
Hall J. B.,	204 La Salle, Chicago,	Sp'l Agt. & Adj.,	Girard F. & M. Ins. Co., Pa.
Hall John R.,	Minneapolis, Minn.,	Special Agent,	Pennsylvania Fire Ins. Co.
Hall Theo. D.,	Negaunee, Mich.,	Deputy Inspector,	Michigan Inspection Bureau.
Halle E. G.,	Royal Bldg., Chicago,	Manager,	Germania Fire Ins. Co.
Hanrahan John,	Chicago, Ill.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Harbeck Eugene,	Chicago, Ill.,	General Agent,	Phenix Ins. Co., N. Y.
Harding A. J.,	Chicago, Ill.,	Manager,	Springfield F. & M. Ins. Co.
Harford W. P.,	Omaha, Neb.,	Asst. Manager,	Ætna Fire Ins. Co.
Hart H. B.,	Cincinnati, Ohio,	General Agent,	Western Assurance Co.
Harvey Geo. M.,	Chicago, Ill.,	Local Agent,	
Harvey R. D.,	Chicago, Ill.,	Special Agent,	New Hampshire Fire Ins. Co.
Hatfield S. K.,	Peoria, Ill.,	Special Agent,	American Ins. Co. of N. J.
Haverstick Ralph,	Rock Island, Ill.,	Special Agent,	Commercial Union Assur. Co.
Hawkins Chas. F.,	Denver, Col.,	General Agent,	
Hawkins S. Y.,	Pineknayville, Ill.,	Special Agent,	Fire Association.
Hawthorne J. R.,	Milwaukee, Wis.,	Special Agent,	Firemen's Fund Ins. Co.
Hawxhurst W. F.,	Detroit, Mich.,	Special Agent,	Commercial Union Assurance Co.
Hayes Geo. W.,	Milwaukee, Wis.,	General Agent,	Western Assurance Co., Toronto.
Hayes Geo. W. Jr.,	Albany, N. Y.,	Special Agent,	Fire Ass'n of Phila.
Hayes J. J.,	The Temple, Chicago,	Special Agent,	R. I. Underwriters' Assn.
Hazen L. W.,	Sioux Falls, S. D.,	State Agent,	Phenix Ins. Co., N. Y.
Hecox Charles L.,	Columbus, O.,	Special Agent,	American Fire Ins. Co. of Phila.
Hecford H. H.,	The Temple, Chicago,	General Adjuster,	Phenix Ins. Co., Hartford.
Hebgen Gust.,	647 Second St., Mil- waukee, Wis.,	State Agent,	German Ins. Co., Freeport, Ill.

* Honorary Member.

NAME.	ADDRESS.	TITLE.	COMPANY.
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Wilson C. F.,	Denver, Col.,	General Agent,	Scottish Union & National Ins. Co.
Windle Bd. W.,	Minneapolis, Minn.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Windle Jos. J.,	Minneapolis, Minn.,	State Agent,	Liverp. & London & Globe Ins. Co.
Wise Louis M.,	Security Bldg., Chicago,	Asst. Gen. Manager,	Hanover Fire Ins. Co.
Wisner W. K.,	Cedar Rapids, Ia.,	Special Agent,	Aachen & Munich Fire Ins. Co.
Witherbee A. S.,	Milwaukee, Wis.,	Adjuster.	
Witherbee W. E.,	Chicago, Ill.,	Special Agent,	Scottish Union & National Ins. Co.
Witkowsky Con.,	174 La Salle, Chicago.	General Agent,	Hamburg-Bremen Fire Ins. Co.
Wittick W. A.,	Peoria, Ill.,	Special Agent,	Royal Ins. Co.
Wollaege Paul G.,	Milwaukee, Wis.,	Adjuster,	Concordia Fire Ins. Co.
Wolfe Louis H.,	Indianapolis, Ind.,	Special Agent,	Royal Ins. Co.
Wood H. N.,	Omaha, Neb.,	Special Agent,	North British & Mercantile Ins. Co.
Wood W. J.,	Terre Haute, Ind.,	State Agent,	Ins. Co. of North America.
Woodbury Cyrtus,	Columbus, O.,	Special Agent,	Philadelphia Underwriters.
Woodhurst			Queen Ins. Co.
W. H. C.,	North Platte, Neb.,	State Agent,	North British & Mercantile Ins. Co.
Woodward M. S.,	Chicago, Ill.,	Asst. Manager,	Western Adjust. & Insp. Co.
Wright John C.,	Chicago, Ill.,	Adjuster.	
Wright John O.,	Chicago, Ill.,	Cook Co. Mngr.,	Agricultural Ins. Co.
Wurtele J. G.,	205 La Salle, Chicago,	Special Agent,	American Ins. Co., N. J.
Wyper James,	Chicago, Ill.,	Special Agent,	Home Ins. Co., N. Y.
Zent M. F.,	East St. Louis, Mo.,	Inspector.	Union Assurance Society.

In Memoriam.

NAME.	ADDRESS.	TITLE.	COMPANY.
Abbey A. J. B.,	San Antonio, Tex.,	Special Agent,	Home, N. Y.
Aldrich H. L.,	St. Louis, Mo.,	Proprietor,	<i>Western Insurance Review</i> .
Allen E. L.,	New York City,	President,	German-American Ins. Co.
Armstrong Frank W.,	Indianapolis, Ind.,	State Agent,	Germania, N. Y.
Ashworth Wm.,	Chicago, Ill.,	General Agent,	British America Assur. Co.
Aspinwall Sterne F.,	Grand Rapids, Mich.,	President,	Grand Rapids Ins. Co.
Atwood John,	Alton, Ill.,	President,	Illinois Mutual, Ill.
Barry A. S.,	Godfrey, Ill.,	General Adjuster.	
Bassett E. J.,	Hartford, Conn.,	General Agent,	Etna, Hartford.
Bennett J. B.,	Indianapolis, Ind.,	Local Board Com- missioner.	
Berne J. J.,	Chicago, Ill.,	General Adjuster,	Traders' Ins. Co.
Berry E. H.,	Milwaukee, Wis.,	State Agent,	L. & L. & G. Ins. Co.
Bissell F. R.,	Dubuque, Iowa,	State Agent,	Hartford Ins. Co.
Bissell Geo. Francis,	Chicago, Ill.,	General Agent,	Hartford Ins. Co.
Bliven Chas. E.,	Chicago, Ill.,	Manager,	American Fire, Philadelphia.
Boughton Frank S.,	Denver, Col.,	Special Agent,	Niagara, N. Y.
Burch Thos. Ross,	Chicago, Ill.,	Gen'l Agt. West- ern Dept.,	Phenix, Brooklyn.
Burt Fred. E.,	Detroit, Mich.,	Supervising Agt. and Adjuster,	Niagara, N. Y.
Chittenden W. G.,	Chicago, Ill.,	General Agent,	Merchants' Ins. Co., N. J.
Clarke Geo. C.,	Chicago, Ill.,	General Agent,	Boylston, Boston.
Clarke W. T.,	Des Moines, Iowa,	State Agent,	Franklin, Philadelphia.
Clifford W. E.,	Evanston, Ill.		
Cole Aaron P.,	Indianapolis, Ind.,	State Agent,	N. Y. Underwriters' Agency.
Coombe C. F. C.,	St. Louis, Mo.,	Special Agent,	British America Assur. Co.
Cook Geo. H.,	Indianapolis, Ind.,	Secretary,	Franklin Ins. Co.
Cornell W. B.,	Chicago, Ill.,	Superintendent,	N. British and Mercantile.
Cramer Adolf J.,	Milwaukee, Wis.,	Secretary,	Milwaukee Mechanics.
Crooke W. D.,	Chicago, Ill.,	Manager,	Northern Assurance, Eng.
Cunningham A. M.,	Louisville, Ky.,	Sup't Agencies,	Queen, of England.
Dean Thos. L.,	Chicago, Ill.,	General Adjuster,	Hartford Ins. Co.
De Camp D. J.,	Schenectady, N. Y.,	Special Agent,	Liverpool & London & Globe.
Devin David T.,	Chicago, Ill.,	Manager,	Reliance Ins. Co.
Dresser Jasper M.,	Lafayette, Ind.,	Financial Agent,	Delaware Ins. Co.
Ducat Arthur C.,	Chicago, Ill.,	Insurance Agent.	National, of Hartford.
Eggleston Seth,	Burlington, Ia.,	Adjuster,	Providence-Washington.
Engelbreton Wil- helm,	Rockford, Ill.,	Special Agent,	Rockford Ins. Co.
Euler Philip, Jr.,	Evansville, Ind.,	Special Agent,	Springfield F. & M.
Forbes Wells W.,	Richmond, Ind.,	State Agent,	Royal Ins. Co.
Franklin Morris,	New York City,	Secretary,	U. S. Branch Sun Fire Office.
Gilbert Geo. H.,	Chicago, Ill.,	Special Agent,	Girard Fire & Marine Ins. Co.
Gould Geo. D.,	Chicago, Ill.,	Adjuster,	Independent.
Hall Geo. W.,	Negaunee, Mich.,	Inspector,	
Harris J. S.,	Chicago, Ill.,	General Agent,	Metropole Ins. Co., Paris.
Hawley A. H.,	Lo Roy, Ohio,	Secretary,	Ohio Farmers'.
Hersh Geo. Edward,	York, Pa.,	President,	Farmers', York, Pa.
Hewitt Edgar A.,	New York,	Editor,	<i>Insurance Chronicle</i> .
Heywood P. P.,	Chicago, Ill.,	General Agent,	Hartford Ins. Co.
Hine Chas. C.,	New York City,	Editor,	<i>The Monitor</i> .
Hosmer Frank B.,	Chicago, Ill.,	General Insurance.	
Hough Judson B.,	Maroa, Ill.,	Special Agent,	Northwestern Nat'l Ins. Co
Howard W. I.,	Chicago, Ill.,	Special Agent,	Western Assurance Co.
Iretton Edward L.,	Chicago, Ill.,	Adjuster,	Independent
Johnson T. W.,	Chicago, Ill.,	Special Agent,	Sun Fire Office.
Keller P. C.,	Quincy, Ill.,	Special Agent,	Phenix Ins. Co., Hartford.
Lewis Walter E.,	Chicago, Ill.,	Adjuster,	Independent.
Lumbard S.,	Fort Wayne, Ind.,	General Adjuster,	Phenix Ins. Co., N. Y.
Maginn John W.,	St. Louis, Mo.,	State Agent,	N. Y. Underwriters' Agency.
Main Alex H.,	Madison, Wis.,	Special Agent,	German-American Ins. Co.
Marshall C. W.,	Urbana, O.,	Retired President.	
Mooney John C.,	Denver, Col.,	Special Agent,	Phenix, N. Y.
Morris Lewis R.,	Detroit, Mich.,	Manager,	Niagara Ins. Co., N. Y.
Morse Dr. Daniel,	Detroit, Mich.,	State Agent,	Home Ins. Co., N. Y.
Myers J. C.,	Detroit, Mich.,	State Agent.	Ins. Co. of North America.
			Philadelphia Underwriters.

In Memoriam—Continued.

NAME.	ADDRESS.	TITLE.	COMPANY.
Nieman A. D.,	Chicago, Ill.,	Special Agent,	Orient Ins. Co.
Page E. S.,	Des Moines, Iowa,	State Agent,	Home Ins. Co., N. Y.
Paige John C.,	Boston, Mass.,	Resident Manager,	City of London Fire of Eng.
Peetrey Jacob,	London, Ohio,	State Agent,	Fire Association, Phila.
Preston E. C.,	Detroit, Mich.,	Secretary,	Michigan F. & M.
Reed J. S.,	Marion, Ohio,	(First President of	this Association.)
Reynolds Geo. W.,	St. Louis, Mo.,	Special Agent,	Niagara Fire-Ins. Co.
Rice E. F.,	Cincinnati, O.,	Adjuster,	Etna, Hartford.
Roper Geo. S.,	Rockford, Ill.,	Secretary,	Mfrs. & Merchants' Mutual.
Ruegger S. A. D.,	Chicago, Ill.,	Special Agent,	N. British & Mercantile.
Schmemmann Karl,	Detroit, Mich.,	General Agent,	Mil. Mechanics Ins. Co.
Schultz Daniel,	Milwaukee, Wis.,	General Agent,	Milwaukee Mechanics.
Schupp Simeon,	Chicago, Ill.,	General Agent,	German, Freeport, Ill.
Seage Henry S.,	Lausling, Mich.,	Special Agent,	Traders Ins. Co., Chicago.
Sewell John,	Montreal, Canada,	General Adjuster,	Royal Canadian Ins. Co.
Simonds E. A.,	Chicago, Ill.,	General Agent,	Greenwich Ins. Co., N. Y.
Southwick S. H.,	Chicago, Ill.,	Adjuster,	Independent.
Spalding A. W.,	Chicago, Ill.,	General Agent,	Home Mutual, Cal.
Sweeney Anthony,	Denver, Col.,	State Agent,	American, Philadelphia.
Thompson Frank A.,	Denver, Col.,	Underwriter.	
Thomas John E.,	Dixon, Ill.,	State Agent,	L. & L. & G. Ins. Co.
Travis A. C.,	St. Louis, Mo.,	Manager West- ern Dept.	Firemens, Dayton.
Trumbull A. J.,	Merriam Park, Minn.	Special Agent,	Fire Association.
Underwood T.,	Chicago, Ill.,	Adjuster,	Independent.
Vance J. P.,	53 West 3d, Cincin- nati, O.,	General Agent,	Hamburg-Bremen, Germany.
Van Voorhis Frank,	Chicago, Ill.,	Adjuster,	Union Ins. Co., Phila.
Vernor Benjamin,	Detroit, Mich.,	Special Agent,	Springfield F. & M.
Warner D. B.,	Chicago, Ill.,	General Agent,	Phoenix, London.
Waters A. J.,	Cleveland, Ohio,	State Agent,	Continental, N. Y.
Webber Hiram F.,	Dayton, Ohio,	Special Agent,	Connecticut Ins. Co.
Wessenberg C.,	Mobile, Ala.,	General Agent,	Mobile Underwriters'.
Whitehead J. M.,	Chicago, Ill.,	Special Agt. and Adjuster,	Imperial, England.
Wilson J. O.,	New York.	Business Manager,	Ins. Monitor and Law Jour.
Whiting J. H. C.,	Philadelphia, Pa.,	Editor,	Amer. Exchange & Review.
Williams Abram,	Chicago, Ill.,	Manager,	Connecticut Fire Ins. Co.
Young Mar. V. B.,	Rochester, N. Y.,	General Agent,	Commerce Ins. Co.

HISTORICAL.

ANNUAL MEETINGS OF THE ASSOCIATION.

- 1871—DAYTON, OHIO, February 22:
 C. E. BLIVEN, Chairman. R. L. DOUGLASS, Vice-President.
 *J. S. REED, President. C. E. BLIVEN, Sec. and Treas.
- 1871—INDIANAPOLIS, IND., July 25 and 26:
 J. S. REED, President. R. L. DOUGLASS, Vice-President.
 *A. C. BLODGET, President. C. W. MARSHALL, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1872—DETROIT, MICH., July 17, 18 and 19:
 A. C. BLODGET, President. C. W. MARSHALL, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1872—CHICAGO, ILL., September 18 (Special):
 A. C. BLODGET, President. C. W. MARSHALL, Vice-President.
 *R. J. SMITH, President. S. LUMBARD, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1873—MILWAUKEE, WIS., July 16 and 17:
 R. J. SMITH, President. S. LUMBARD, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1874—LOUISVILLE, KY., May 20 and 21:
 R. J. SMITH, President. S. LUMBARD, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1875—CHICAGO, ILL., September 22, 23 and 24:
 C. W. MARSHALL, President. J. O. WILSON, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1876—CHICAGO, ILL., September 27 and 28:
 J. O. WILSON, President. B. VERNOR, Vice-President.
 C. E. BLIVEN, Sec. and Treas.
- 1877—CHICAGO, ILL., September 19, 20 and 21:
 C. E. BLIVEN, President. P. P. HEYWOOD, Vice-President.
 GEO. W. HAYES, Sec. and Treas.
- 1878—CHICAGO, ILL., September 18 and 19:
 I. S. BLACKWELDER, President. J. M. DRESSER, Vice-President.
 GEO. W. HAYES, Sec. and Treas.
- 1879—CHICAGO, ILL., September 17 and 18:
 GEO. W. ADAMS, President. W. B. CORNELL, Vice-President.
 GEO. W. HAYES, Sec. and Treas.
- 1880—CHICAGO, ILL., September 8 and 9:
 A. W. SPALDING, President. A. J. WATERS, Vice-President.
 GEO. W. HAYES, Sec. and Treas.
- 1881—CHICAGO, ILL., September 14 and 15:
 J. M. DRESSER, President. E. F. RICE, Vice-President.
 GEO. W. HAYES, Sec. and Treas.
- 1882—CHICAGO, ILL., September 6 and 7:
 W. B. CORNELL, President. J. M. NEUBERGER, Vice-President.
 GEO. W. HAYES, Sec. and Treas.
- 1883—CHICAGO, ILL., August 29 and 30:
 JAMES M. DE CAMP, President. C. W. POTTER, Vice-President.
 GEO. W. HAYES, Sec. and Treas.

* Elected and entered upon their duties at this session.

HISTORICAL.

ANNUAL MEETINGS OF THE ASSOCIATION—Continued.

- 1884—CHICAGO, ILL., September 10 and 11:
 CYRUS K. DREW, President. T. J. ZOLLARS, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1885—CHICAGO, ILL., September 23 and 24:
 J. L. WHITLOCK, President. T. H. SMITH, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1886—CHICAGO, ILL., September 8 and 9:
 W. F. FOX, President. H. H. HOBBS, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1887—CHICAGO, ILL., September 14 and 15:
 ABRAM WILLIAMS, President. W. R. FREEMAN, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1888—CHICAGO, ILL., September 12 and 13:
 ISAAC W. HOLMAN, President. J. C. MYERS, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1889—CHICAGO, ILL., September 17 and 18:
 JOHN HOWLEY, President. W. T. CLARKE, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1890—CHICAGO, ILL., September 10 and 11:
 E. A. SIMONDS, President. E. V. MUNN, Vice-President.
 J. C. GRIFFITHS, Sec. and Treas.
- 1891—CHICAGO, ILL., October 7, 8 and 9:
 H. C. EDDY, President. BYRON G. STARK, Vice-President.
 E. V. MUNN, Sec. and Treas.
- 1892—CHICAGO, ILL., September 27 and 28:
 H. P. GRAY, President. W. P. HARTFORD, Vice-President.
 E. V. MUNN, Sec. and Treas.
- 1893—CHICAGO, ILL., September 27 and 28:
 EUGENE HARBECK, President. E. L. ALLEN, Vice-President.
 E. V. MUNN, Sec. and Treas.
- 1894—CHICAGO, ILL., September 26 and 27:
 H. CLAY STUART, President. GEO. M. LOVJOY, Vice-President.
 E. V. MUNN, Sec. and Treas.
- 1895—CHICAGO, ILL., September 25 and 26:
 W. J. LITTLEJOHN, President. H. C. ALVERSON, Vice-President.
 E. V. MUNN, Sec. and Treas.
- 1896—CHICAGO, ILL., September 29 and 30:
 GEO. M. LOVJOY, President. H. T. LAMEY, Vice President.
 E. V. MUNN, Sec. and Treas.
- 1897—CHICAGO, ILL., September 29 and 30:
 GEO. H. MOORE, President. J. A. KELSEY, Treasurer.
 STEPHEN E. CATE, Vice-President. E. V. MUNN, Secretary.
- 1898—CHICAGO, ILL., September 27 and 28:
 JOS. H. LENEHAN, President. J. A. KELSEY, Treasurer.
 JOHN E. DAVIES, Vice-President. D. S. WAGNER, Secretary.
- 1899—CHICAGO, ILL., September 27 and 28:
 FRANK H. WHITNEY, President. J. A. KELSEY, Treasurer.
 W. R. TOWNLEY, Vice-President. D. S. WAGNER, Secretary.
- 1900—*
 OTTO E. GREELY, President. J. A. KELSEY, Treasurer.
 CYRUS WOODBURY, Vice-President. D. S. WAGNER, Secretary.

* Place and Date to be named.

OFFICERS ELECTED
 AT THE
 THIRTIETH ANNUAL MEETING
 OF THE
FIRE UNDERWRITERS' ASSOCIATION
 OF THE NORTHWEST.

FOR THE ENSUING YEAR 1899-1900.

PRESIDENT.

OTTO E. GREELY.....MINNEAPOLIS, MINN.
 Adjuster Phenix Ins. Co, New York.

VICE-PRESIDENT.

CYRUS WOODBURY.....COLUMBUS, O.
 Special Agent Queen Insurance Co.

TREASURER.

JOSEPH A. KELSEY.....CHICAGO, ILL.
 Manager Aachen & Munich Fire Ins. Co.

SECRETARY.

D. S. WAGNER.....CHICAGO, ILL.
 Adjuster.

BOARD OF DIRECTORS.

J. A. KELSEY, Manager Aachen & Munich Fire Ins. Co.....CHICAGO, ILL.
 J. O. LEE, Special Agent New Hampshire Fire Ins. Co.....CHICAGO, ILL.
 D. S. WAGNER, Adjuster.....CHICAGO, ILL.
 HOWARD DEMOTT, Assist. Manager N.B. & M. Ins. Co.....CHICAGO, ILL.
 CYRUS WOODBURY, Special Agent Queen Ins. Co.....COLUMBUS, O.
 D. W. ANDREWS, Special Agent Lancashire Ins. Co.....ST. LOUIS, MO.
 JOHN E. DAVIES, State Agent Aetna Ins. Co., Hartford.....RACINE, WIS.
 S. E. CATE, General Agent Union Ins. Co.....CHICAGO, ILL.
 GEO. C. MOTT, State Agt. & Adj. N. Y. Underwriters.....ST. PAUL, MINN.
 W. L. KING, F. S. James & Co.....CHICAGO, ILL.
 R. L. RAYNOLDS, State Agent Connecticut Fire Ins. Co.....COLUMBUS, O.
 F. A. VERNOR, Special Agent Queen Ins. Co.....DETROIT, MICH.

